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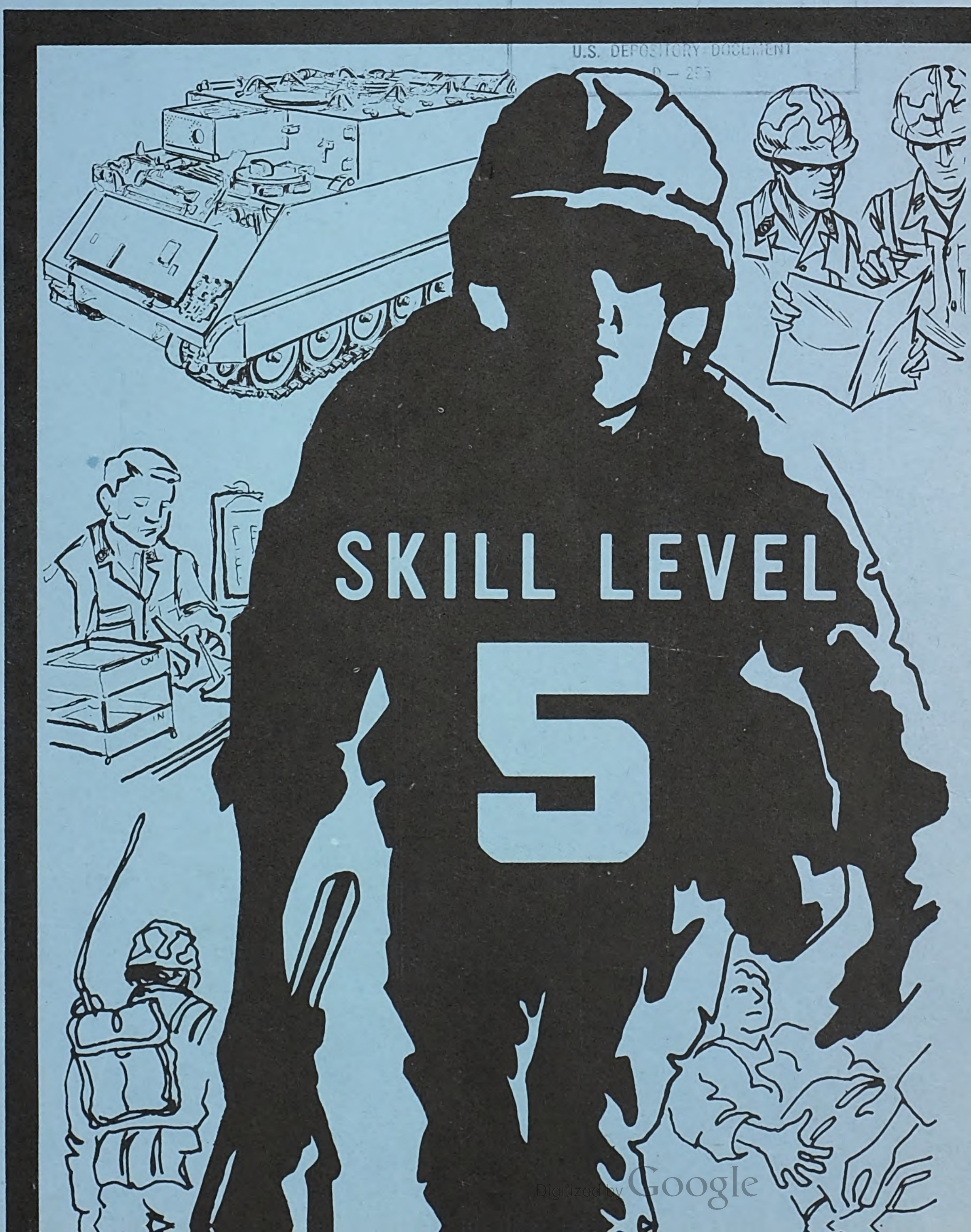
FM 7-11B5

SOLDIER'S MANUAL

11B
INFANTRYMAN



Field Manual
No. 7-11B5

*FM 7-11B5
HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, DC, 5 September 1979

SOLDIER'S MANUAL 11B
INFANTRYMAN SKILL LEVEL 5

Contents

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CHAPTER 3. DUTY POSITION TASK SUMMARIES

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TACTICAL OPERATIONS CENTER (TOC) FUNCTIONS

The word "he" or "his" in this publication is intended to include both the masculine and feminine genders and any exception to this will be so noted.

COMMANDER'S ATTENTION

Soldier's Manuals are designed to tell soldiers what tasks they must be proficient in to be MOS qualified. If soldiers follow the road map these manuals provide, they should progress readily to positions of responsibility commensurate with their aptitude and motivation.

Initial distribution of Soldier's Manuals will be made to the unit level, based upon assigned strength in the particular MOS and Skill Level. In the event additional manuals are needed by the unit for MOS study, libraries, or other training needs, requests for publications may be sent directly to the US Army Publications Center, 2800 Eastern Boulevard, Baltimore, MD 21220.

When soldiers are issued Soldier's Manuals by their units, they are responsible for retaining and maintaining them. If they transfer, they must return the manuals to their units.

This Soldier's Manual was prepared by the US Army Infantry School.

JOHN E. ROGERS
Brigadier General, USA
Acting Commandant

RESERVE COMPONENT COMMANDER

ARMY NATIONAL GUARD | ARMY RESERVE

The information on this page is for you, the Reserve/Guard component commander. Although this manual lists the critical tasks to be performed by the Active Army soldier in this MOS on equipment available in the Active Army inventory, most tasks in this manual are applicable to reservists/guardsmen without changes. However, some tasks may require modification because of differences of equipment, facilities, and training time available. Because of these differences, you, as a Reserve/Guard component commander, will need to be innovative and seek ways to enable your soldiers to accomplish their critical tasks.

This manual has not undergone the review process necessary to make it completely applicable to Reserve/Guard components. However, some Reserve/Guard component tasks have been identified. In the meantime, Reserve/Guard components will be using the manual prepared for their Active Army counterpart. As necessary, change sheets will be published and distributed to your unit.

Many tasks learned in basic combat training and advanced individual training are in this manual. There are other critical tasks that your reservists/guardsmen must learn on their own. Study materials have been prepared and can be ordered from the proponent agency. Your job is to make sure that the necessary study materials are available in your unit training center.

NOTICE TO RESERVE COMPONENTS

This manual will not be effective for the Army National Guard and the Army Reserve until ***after*** the 1980 SQT. ***Do not*** (repeat ***do not***) destroy FM 7-11B5, 14 January 1977. Your SQT in 1979 will be based on FM 7-11B5, 14 January 1977.

CHAPTER 1

SENIOR INFANTRY SERGEANT

SECTION V
INTRODUCTION
AND ROAD MAP

YOUR SOLDIER'S MANUAL - - -

1.

The Skill Level 5 Soldier's Manual is designed as a training tool for you, the E8, or for the E7 preparing for promotion to E8. This manual differs from previous manuals in both content and format.

2.

The Skill Levels 1 through 4 Soldier's Manuals present the mission-essential combat or combat-related tasks necessary for the soldier to perform his job in the 11B and 11C MOS duty positions. These tasks are stated as training objectives with the conditions under which the task must be performed and the standards necessary to accomplish the job with the minimum necessary skill. A training section accompanies each task and explains how to accomplish the task to the minimum standards. Remember, these standards are written as minimum acceptable levels of proficiency. Local commanders may modify the conditions and standards to require a higher level of proficiency, to adapt to local resource limitations, or to more accurately reflect specific mission requirements.

3.

Each soldier in the Army will have made available to him the correct Soldier's Manual(s) as a reference and study guide. For skill levels (SL) 1 through 4, each manual is designed to interface the new tasks of the higher skill level with those of the previous levels for which the soldier must retain proficiency. **The following chart indicates which manuals your soldiers need:**

If you are an:	You need:					For Skill Qualification Test (SQT):
	SL 1	SL 2	SL 3	SL 4	SL 5	
E1/E4	X					Plus SL2
E5	X	X				Plus SL3
E6	X	X	X			Plus SL4
E7	X	X	X	X		Plus SL5
E8	X	X	X	X	X	
E9	X	X	X	X	X	

4.

The manuals are designed to be consolidated. The consolidation instructions are inside the front cover of each manual. To correctly assemble the proper skill level manual for your grade, start with the Skill Level 1 manual and combine it with the Skill Level 2 manual, then each skill level thereafter, respectively, depending on your rank.

5.

The soldier is responsible not only for mastering each skill level as he performs his job, but also for demonstrating his proficiency in the next higher skill level in order to be promoted. He will demonstrate this proficiency by taking the SQT where 25% of the examination will consist of skills from the next higher skill level. Once promoted, he must master his current skill level while retaining proficiency in the individual skills from each previous skill level. In addition, the burden is placed on the soldier and his commander to prepare himself for the next higher level.

6.

The Skill Level 5 manual is a little different. Your manual is self-contained with essential tasks developed in four broad functional areas. These areas consist of the tasks related to the first sergeant duty position, the operations sergeant duty position, the intelligence sergeant duty position, and common tasks essential to all three duty positions. By the nature of the E8 duty positions, the individual tasks are oriented toward organizational, administrative, and planning tasks rather than to the more concrete, combat-related tasks of the earlier skill levels. Furthermore, your job as an E8, especially as a first sergeant, demands that you be competent to perform, supervise the performance, train, and monitor and evaluate training in the individual tasks of the previous skill levels. This skill requirement is further complicated by the existence of the E8 Infantryman's dual tracks of 11B and 11C. The E8 SQT, however, takes into account the varying 11B and 11C background and will test only tasks from the Skill Level 5 manual. This does not, of course, relieve you of the requirement to retain and develop the knowledge and abilities of the 11B and 11C Infantrymen which you are expected to help train, mold, and develop.

7.

Remember that you have a responsibility to your subordinates to insure that they understand how this system works. Your responsibility for the training and development of your subordinates is even more critical today than ever before. The necessity for supervised on-the-job training (SOJT) is vital not only to increase the combat effectiveness of the Army, but also for the preparation of individual soldiers to advance to the next higher Skill Level.

PROMOTIONS

The Army promotion system has changed more dramatically in recent years than any other part of our system. Today, soldiers are normally awarded Skill Level 1 upon graduation from AIT. Soldiers advance to the next skill level by completing the appropriate NCO course and obtaining the designated score on the SQT. Alternately, they may be promoted by working OJT for 6 months (E5 and below) or 12 months (E6 and above) in the current or next higher skill level and obtaining the designated score on the SQT. Promotions to E3 and E4 are locally controlled. E5 and E6 promotions are semi-centralized. E7 to E9 promotions are centralized. Promotions will continue to be based on a good record, time in grade, time in service, and on-the-job performance. More obvious than ever before, however, is the importance of potential to perform the duties of the next higher grade. This is most dramatically shown in the SQT. At each skill level, approximately 25% of the test will cover elements from the next higher skill level. In other words, a soldier must demonstrate the ability to perform the duties of the rank he aspires to make before he will be promoted. You should be aware that an SQT notice will be published 60-90 days prior to the examination. This SQT notice will specify the tasks which will be tested.

A NOTE TO THE FIRST SERGEANT

1.

The first sergeant's duty position is in many ways the peak of the Infantry NCO's career. The first sergeant is in a position to influence the action but remains at a level where he can keep a close touch on the very pulse of the unit. It is a place where your experience, expertise, and strength of character can make a very real contribution to the Army.

2.

A soldier has two primary jobs — to fight in war when called upon and to prepare for that ultimate mission in peacetime. Today, when the threat has never been greater, when the lethality of the modern battlefield has increased so dramatically, no greater demands for skill and proficiency have ever been required of the infantryman. The example which you set is crucial to the development of the young soldiers for whom you are responsible. The requirement for first-rate, relevant, dynamic training may be the single most important task to which you can dedicate yourself, your time, and your efforts.

3.

Now, you have several additional tools to upgrade this training. Project CABL (Consolidation of Administration at Battalion Level) will relieve you of a great many of your administrative requirements. Your soldiers' performance on the SQT and the unit's performance on the ARTEP (Army Training and Evaluation Program) will help you to analyze their strengths and weaknesses in a very functional way. The readily accessible ARTEPs which will be used to evaluate your unit's tactical proficiency provide an excellent tool with which your unit can shape its training. The FM 7-11B and C series Soldier's Manuals are ARTEPs for the individual soldier. They provide a breakdown of the 11B and 11C individual skills which will help to structure your individual training programs. The fact that each soldier has these manuals available to him can only enhance his learning potential. The availability to you of the 11B/11C Soldier's Manuals provides a compact reference source to help you to more efficiently evaluate individual performance and to plan, prepare, conduct, and evaluate training. With a basic working knowledge of performance-oriented training (FM 21-6), the ARTEP for your unit, Soldier's Manuals, supporting Training Extension Course (TEC) lessons, and other exportable instructional packages, you can play a major role in upgrading and maintaining the combat readiness of your unit.

ROAD MAP FOR SENIOR INFANTRY SERGEANT SKILL LEVEL 5

CHAPTER 2

COMMON TASKS FOR ALL SKILL LEVEL 5 INFANTRYMEN

MANAGEMENT

CLASSIFIED/SENSITIVE DOCUMENT/MATERIAL

(CLASSIFIED/SENSITIVE DOCUMENT/MATERIAL, CONTINUED)

CHAPTER 3
DUTY POSITION TASKS

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MILITARY JUSTICE ACTIONS

PERSONNEL ACCOUNTING ACTIONS

(PERSONNEL ACCOUNTING ACTIONS, CONTINUED)

PERSONNEL MANAGEMENT ACTIONS

(PERSONNEL MANAGEMENT ACTIONS, CONTINUED)

TACTICAL MARCH PLANNING

TASK NUMBER		PAGE
071-332-5030	Prepare Road Movement Graph.	3-II-C-1.1
071-332-5031	Prepare Road Movement Table (Annex to OPORD).	3-II-C-2.1
071-332-5034	Extract Information from Route Reconnaissance Report.	3-II-C-3.1
071-332-5032	Prepare Route Overlay (Annex to Unit March Order).	3-II-C-4.1
071-332-5036	Prepare a Strip Map.	3-II-C-5.1
071-332-5033	Assist in Planning Tactical Troop Ground Movement.	3-II-C-6.1

TACTICAL AIR SUPPORT PLANNING

071-332-5040	Prepare Airmovement Plan.	3-II-D-1.1
071-332-5041	Request Preplanned Close Air Support.	3-II-D-2.1
071-332-5042	Relay Request for Immediate Close Air Support.	3-II-D-3.1

GARRISON OPERATIONS

071-332-5080	Plan/Prepare for Conference.	3-II-E-1.1
071-332-5081	Plan/Coordinate Ceremonies.	3-II-E-2.1
071-332-5082	Manage Training Areas, Facilities and Materials.	3-II-E-3.1

INTELLIGENCE SERGEANT DUTY POSITION

ORDERS AND PLANS

301-336-5512	Prepare Intelligence Portion of Operation Order.	3-III-A-1.1
301-336-5208	Prepare Intelligence Annex to Operation Order.	3-III-A-2.1
301-336-5511	Prepare Overlays in support of Intelligence Portion of Operation Order.	3-III-A-3.1

REPORTS AND RECORDS

INTELLIGENCE COLLECTION PLANNING

PHYSICAL AND DOCUMENT SECURITY

PERSONNEL SECURITY CLEARANCES

TACTICAL OPERATIONS CENTER (TOC) FUNCTIONS (Common to Operation and Intelligence Duty Positions)

COMMON TASKS FOR S2/S3

CHAPTER 2

SENIOR INFANTRY SERGEANT

SECTION IX
MANAGEMENT
(COMMON TASKS)

TASK SUMMARY

TASK NUMBER: 071-332-5108

DRAFT CORRESPONDENCE (MILITARY LETTER OR DISPOSITION FORM)

CONDITIONS:

Given an oral or written requirement to draft a military letter or DF; background data; access to AR 105-31, AR 340-15, AR 310-50, DA Pam 1-10, and a standard dictionary; and office materials.

STANDARDS:

The written draft must:

1. Be in the proper correspondence format (military letter or Disposition Form) IAW AR 105-31 and AR 340-15 and the performance measures.

2. Explain the purpose of the correspondence in an introductory paragraph when required.

3. Contain sentences which are clear and concise and written at a reading level commensurate with that of the addressee(s).

4. Contain only abbreviations authorized by AR 310-50.

5. Contain correct spelling, punctuation, and grammar IAW AR 340-15 and a dictionary.

6. When responding to a communication, satisfy the requirements of that communication (answer all questions or state what action was accomplished).

7. Agree with the "4-S" formula (shortness, simplicity, strength, sincerity) defined in DA Pamphlet 1-10.

PERFORMANCE MEASURES:

1. Determine the type of correspondence to be used (military letter or Disposition Form).

a. If the purpose of the correspondence is to direct an action, the correspondence must emphasize what is to be done.

b. If the purpose of the correspondence is to inform, the correspondence must emphasize how to do something or how something was done (action taken).

c. If the purpose of the correspondence is to persuade, the correspondence must emphasize why something must be done. See DA Pam 1-10, chapter 2.

2. Before attempting to draft the correspondence, write a statement of the objective.

a. Is your purpose to direct an action? Your objective statement must state what the addressee must do. Example: Objective is to direct that a manproof fence be built around the petroleum dump by the Engineers.

b. Is your purpose to inform? Your objective statement must state what and how something was or is to be done. Example: Objective is to explain how the fence is to be built, size, type of material, cost, what funds, etc.

c. If your purpose is to persuade, your objective statement must state why something must be done. Example: Objective is to obtain $25,000 to build the fence. WHY: Pilferage is costly; threat of sabotage; location vulnerable; guard is inadequate.

3. Your objective statement should include at least one of the above steps and answer as many as possible of who, what, when, where, why, and how?

4. On a sheet of paper, start an outline and write your objective statement as the first paragraph and title it "Introduction."

5. Title paragraph 2 as "Body" and list main ideas which state the who, what, where, when, how, and why (or as many as possible) as subparagraphs. See DA Pam 1-10, figure 1, for an example of an outline.

6. Fill in supporting ideas (facts, figures, and examples) under the appropriate main ideas.

7. Title paragraph 3 as "Conclusions and Recommendations" and list them. (Not needed if correspondence is directive in nature.)

8. Using your outline, prepare a draft in the proper correspondence format IAW AR 340-15 or AR 105-31.

9. If references (messages, letters, regulations) are required, they are normally listed in paragraph 1 of the correspondence. This does not prohibit other references throughout the correspondence. See AR 340-15.

10. If the addressee requires an explanation of the purpose of the correspondence, explain the purpose in an introductory paragraph.

11. If you are replying to a communication, be sure your draft answers all questions asked or states what action was taken.

12. If your correspondence requires a subject line, compose a subject which relates to, or is representative of, the contents of your draft.

13. Review your draft to insure application of the "4-S" formula (shortness, simplicity, strength, sincerity) IAW DA Pam 1-10, chapter 4. (DA Cir 310-9 discusses the readability of Army publications and gives yardsticks for measuring the reading grade level of the material.)

14. Use the following as a checklist to review your draft (see AR 340-15):

a. Simple and concise sentences.

b. Authorized abbreviations (AR 310-50).

c. Spelling and punctuation.

d. Proper words capitalized.

e. Compound or hyphenated words.

f. Use of numerals.

15. Does the draft contain all the necessary elements prescribed by the type of correspondence being used?

a. Heading.

b. Reference symbol.

c. Subject.

d. Date.

e. Identification of writer.

f. Correct address (ATTENTION line).

g. Correct paragraphing.

h. Factual information.

i. Authority line.

j. Signature block.

k. Inclosures identified.

TRAINING TIPS:

1. The **military letter** is a functional modification of the civilian business letter. The military letter is used for regular **military** correspondence between **units or activities** and for official correspondence between **individuals.** It is not used in writing to civilian organizations.

2. In operating a military unit, the ability to **write effectively** is critical. Writing effectively means communicating your intent to the reader. Effective writing requires **logical organization, clear expression** of ideas, and **accuracy.**

3. **Logical organization** and **clear expression** go hand in hand. Success in achieving them depends largely on the understanding of the reader. These subjects are largely outside the scope of this manual, but they are skills which can be learned through practice. The basic principle of writing is **unity of purpose.** The letter should focus on a single idea that is supported by subordinate ideas. These ideas should have **coherence.** In

other words, the ideas should flow together in a way that makes sense. A good outline is a great aid to insuring coherence. Clarity is further improved by **brevity** of expression. Good military writing is brief. Eliminate unnecessary words, phrases, and thoughts by selecting short, exact words. Brevity must not sacrifice clarity and thoroughness, however.

4. **Accurate** writing has at least three aspects: The **facts** must be correct; the **grammar** must be correct; and the **format** must be correct. Determining factual accuracy depends on your knowledge of the situation. Grammatical accuracy is necessary to clear communication but is not within the scope of the Soldier's Manual. AR 340-15 is the basic reference on grammar. There are many civilian writing texts which can help you if you are weak in this area. Accuracy in **format** is the primary form of accuracy which we will deal with here.

5. Format is not only the physical layout of the written material, it is also part of the meaning of the letter. The format is designed to present your thoughts logically and clearly. The **heading, body,** and **closing** of a military letter are functional. The **heading** identifies the originating organization, dates the content, identifies the addressee, and states the subject. The **body** presents the message itself. The **closing** cites the authority, lists inclosures, and includes the signature and title of the sender.

6. The standard format of a military letter is called the modified block style. The task: **Review Correspondence,** shows and explains the format of the military letter. AR 340-15 is the basic reference for preparing the military letter and contains in-depth explanations of all the fine points.

7. The Disposition Form is the workhorse of the Army correspondence system. It is used for correspondence between elements of an organization. The DF can be overprinted with data that makes preparing routine, recurring correspondence easier.

8. The Disposition Form is basically an action paper. It is used to originate action, to obtain comments, to coordinate, or for other action as a basic paper when the comments or action should not be made part of the basic paper.

9. Examples of a DF and how to prepare one are found in the task: **Review Correspondence.**

REFERENCES:

AR 105-31, Record Communications, Aug 77
AR 310-50, Authorized Abbreviations and Brevity Codes, Nov 75, w/C1
AR 340-15, Preparing Correspondence
DA Pam 1-10, Improve Your Writing, Jan 59

TASK NUMBER: 071-332-5109

REVIEW CORRESPONDENCE

CONDITIONS:

Given the requirement to review military or nonmilitary letters, indorsements to letters, and disposition forms or comments to disposition forms, and a copy of AR 340-15.

STANDARDS:

The correspondence will be reviewed IAW the performance measures for:

1. Purpose and format.
2. Logical organization, accuracy, and clarity.
3. Grammatical correctness.

PERFORMANCE MEASURES:

1. As a first sergeant, operations sergeant, or intelligence sergeant, you must understand how to prepare and review correspondence. The Consolidation of Administration at Battalion Level (CABL) has created a Personnel Administration Center (PAC) to handle typing and most administrative chores and a number of preprinted forms to eliminate or drastically reduce correspondence requirements. You must still be capable of preparing drafts and reviewing the final product of the military correspondence required in your duty position.

2. The requirement to prepare military correspondence will be based on your commander's or supervisor's desires, your own demonstrated ability, the time available, and the amount of work to be done. Almost invariably, you will be required to review each piece of correspondence prepared by the PAC or other sources for correctness and accuracy prior to signing it or obtaining your commander's or supervisor's signature.

3. Reviewing correspondence requires that you insure that:

a. The purpose and format are correct.

b. The content is logically organized, accurate, and clearly expressed.

c. The content is expressed in terms which are grammatically correct.

4. A technique for reviewing formal correspondence is to read the material three times.

a. Read it first to get an overall sense of what it says — in other words, does it make sense?

b. Read it a second time, more thoroughly, for specific organization and format.

c. Read it a third time, checking for typographical and grammatical errors.

5. The requirements for reviewing correspondence are basically the same as for preparing correspondence. In the paragraphs that follow, any reference to "how to prepare" also applies to "how to review" (see paragraph 9).

6. Basic rules for reviewing a military letter.

a. Prepare only the number of copies required.

b. Use the standard 8 by 10½-inch stationery prescribed for Government use.

c. Type on one side of the paper.

d. Correct minor typographical errors on all copies neatly and legibly. Make pen-and-ink changes in accordance with AR 340-15.

e. Margins: For left and right margins, leave 1 inch on the edge of the paper and type the last line of numbered pages approximately 1½ inches from the bottom of the page. Leave at least 1 inch at the bottom of unnumbered pages.

f. Use elite type for DA correspondence. Do not use special type, such as italic or adjutant, for preparing routine correspondence; limit their use to preparing special correspondence and documentation.

g. The reference symbol normally consists of only the office symbol or reference symbol of the originator — for example, DAEN-BCD-EF. Do not use file numbers as a part of the symbol. Insert additional information such as the name of an individual, social security number, rank, primary MOS, a contract number, or bill of lading number after the reference symbol only when this information is not a part of the subject line — for example, DAEN-BCD-EF SFC Smith, Henry A, Jr., SSN 234-56-7890 MOS 71L. Social security numbers may only be used on correspondence dealing directly with the official administration of military personnel or official military personnel matters. When additional information is used, place the reference or office symbol on two lines to avoid overlapping other information or crowding space reserved for other information.

7. Some specific points which you should know:

a. The **letterhead** is normally limited to three lines. The letterhead identifies the organization originating the letter and the mailing address. Insure that you include the ZIP code.

b. **Suspense dates** may be imposed, as in figures 2 and 8, when a reply is **required** by a certain date. Use a suspense date **only** when a specific reason exists and when you have the **authority** to impose a suspense on the addressee.

c. The **office symbol** identifies your organization as the originator of the letter.

d. Remember that the **date** is the day that the letter is **signed.** The date that the letter is written may be different and is not used.

e. Type the word SUBJECT in capital letters. The subject is stated using title caps for the first letters. The subject should be stated briefly, in ten words or less. It is a filing aid and a quick reference.

f. Address military letters to the commander or head of the organization addressed. Some useful variations of the address are shown in figures 3 and 4.

g. The **body** of the letter should be as brief as possible without losing clarity and accuracy. If a letter has **only one paragraph**, the paragraph is not numbered. Paragraphing format as explained in figure 1 is valid for **all** military correspondence unless a specific change is required.

h. The **authority line** (FOR THE COMMANDER) is used when the **signature block** is other than that of the commander, but the letter expresses the will of the commander. When the commander signs his correspondence, do **not** use the authority line.

i. Note that the **signature block**, is a three-line format. The name, rank, and branch are typed in all caps, but the title has only the first letter capitalized. When the commander signs his correspondence, his title is "Commanding." This indicates that he commands the organization shown in the letterhead.

j. Always state the number of **inclosures.** When the inclosures are **not fully identifed** in the body of the letter, describe them briefly, as in figure 2. If the inclosures are fully identified, use the symbol "as" to indicate "as stated" (figure 4).

k. Note that the **first page** is not numbered. Number pages consecutively from the second page, beginning with the number 2. Type the number approximately 1 inch from the bottom and centered. Do **not** use dashes or parentheses around the number.

8. Most of the principles of format used in the military letter are also used in other forms of military correspondence.

9. Figures 1 through 15 provide specific instructions for the preparation and continuation of various military correspondence. The numbers (e.g., 1, 2, and 3) on the sample figures identify the number of line spacings in preparing correspondence. Guidelines for addressing, use of authentication and authority lines, and content and placement of signature blocks are in AR 340-15, chapter 9. Detailed information on listing inclosures is in AR 340-15, chapter 7.

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INFANTRY SCHOOL
FORT BENNING, GEORGIA 31905

IN REPLY REFER TO

DAAG-AMS-0 — 21 March 1977

SUBJECT: Use and Preparation of a Military Letter

Commander
8th Infantry Division
Fort Carson, CO 80913

1. Use military letters for correspondence with and between activities of the military services and the Department of Defense.

2. Single space the text of a military letter with double spacing between paragraphs. When a letter has only one paragraph with less than 11 lines, use double spacing.

3. When a military letter has more than one paragraph, number the paragraphs consecutively. When paragraphs are subdivided, designate first subdivisions by the letters and indent as shown below.

a. When a paragraph is subdivided, there must be at least two subparagraphs.

b. For example, if there is a subparagraph "a," there must be a "b."

(1) Designate second subdivisions by numbers in parentheses. If there is a (1), there must be a (2).

(2) Designate third subdivisions by letters in parentheses. If there is an (a), there must be a (b).

(a) Indent the third subdivision as shown.

(b) Do not subdivide beyond the third subdivision in military letters.

4. Do not use second and third subparagraphing unless necessary.

3 Incl
Dupe cy incl 3 wd

JOHN P. JONES
Major General, USA
The Adjutant General

Figure 1. Use and preparation of a military letter.

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INFANTRY SCHOOL
FORT BENNING, GEORGIA 31905

IN REPLY REFER TO

1
2 S: 28 April 1977
3
DAMO-ZXM 4 22 March 1977
1
2 SUBJECT: Modified Block Style Format
1
2
3
4 Commander
Fifth United States Army
Fort Sam Houston, TX 78234
1
2
3
4
5 1. This example provides instructions for preparing a military letter in the modified block style format. Allow 1 inch for the left and right margins.

a. Type the REFERENCE SYMBOL at the left margin on the <u>fourth</u> line below the last line of the letterhead.

b. Stamp or type the DATE on the same line as the reference symbol, ending at the right margin. If a SUSPENSE DATE is used, type it on the <u>second</u> line after the last line of the letterhead.

c. Type the SUBJECT of the letter on the <u>second</u> line below the reference symbol.

d. Begin the first paragraph of the TEXT at the left margin on the <u>fifth</u> line below the address block. See figure 1 for SUB-PARAGRAPHING.

2. When used, type the AUTHORITY LINE at the left margin on the <u>second</u> line below the last line of the text.

3. Identify INCLOSURES, if any, at the left margin, beginning on the <u>fifth</u> line below the authority line or the last line of the text if no authority line is used.

4. Leave at least 1 inch at the bottom of unnumbered pages.

FOR THE ASSISTANT CHIEF OF STAFF FOR OPERATIONS AND PLANS:
1
2
3
4
5 2 Incl ALFRED B. COOK
1. AR 340-15 Colonel, GS
2. Ltr OTSG 11 Aug 76 Chief, Staff Management Office

Figure 2. Modified block style format.

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INFANTRY SCHOOL
FORT BENNING, GEORGIA 31905

IN REPLY REFER TO

DAEN-BCD-EF SFC Smith, Henry A. Jr.
SSN 234 56 7890 MOS 71L — 3 May 1977

SUBJECT: Reference Symbol, Date, and Subject Line

Commander
US Army Materiel Development and Readiness Command
5001 Eisenhower Avenue
Alexandria, VA 22333

1. The reference symbol normally consists of only the office symbol or reference symbol of the originator. Do not use file numbers as a part of the symbol. Insert such information as the name of an individual, social security number, rank, primary MOS, a contract number or bill of lading number after the reference symbol only when this information is not a part of the subject line. Use social security numbers only on correspondence dealing directly with military personnel matters. When additional information is used, place the reference symbol or office symbol on two lines to avoid overlapping other information or crowding space reserved for other information.

2. Stamp or type the day, month, and year on the same line as the reference symbol so that it ends at the right margin. If it is not known when the letter will be signed, or if there will be a delay in signing, omit the date and add at the time of signature.

3. A communication will pertain to only one subject. State the subject briefly, in 10 words or less if possible. If the subject cannot be stated in 10 words or less, use authorized abbreviations to limit the length of the subject phrase without sacrificing clarity. Compose the phrase carefully so it will be meaningful.

FOR THE CHIEF OF ENGINEERS:

2 Incl
wd incl 3

JOHN R RUSS
Major, CE
Executive Officer

Figure 3. Military letter showing additional data on reference symbol line.

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INFANTRY SCHOOL
FORT BENNING, GEORGIA 31905

IN REPLY REFER TO

DAMO-ZXW 6 May 1978

SUBJECT: Use of Attention Lines

Commander
US Army Training and Doctrine Command
ATTN: ATAG
Fort Monroe, VA 23651

1. Use the attention line in addressing military correspondence when the specific organizationl element is known. To speed routing, address correspondence to the attention of the head of a subdivision of a command, agency, or office either by reference to the name of the subdivision or by use of an office symbol. Use the name of an individual only when there is a special reason and when it is known that he/she will be at the place addressed.

2. In addressing a communication to an official, the full title of that official includes the designation of the organization which he/she commands or of which he/she is a member. Do not separate one part of the official's title from the remainder by an attention line. Accordingly, place the attention line between the official's full title and the mailing address.

FOR THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS:

1 Incl
as

ARTHUR B. AUSGOOD
Colonel, GS
Assistant Inspector General for
Military Operations

Figure 4. Use of attention lines.

DDAG-AMS-O 24 March 1978
SUBJECT: Continuation of a Military Letter

5. This example provides instructions for continuing a military letter in the modified block style format on a separate page.

6. Type the REFERENCE SYMBOL at the left margin on the <u>eighth</u> line from the top edge of the paper. Type or stamp the DATE on the same line as the reference symbol so that it ends about the right margin.

7. Type the SUBJECT of the letter at the left margin <u>one</u> line below the office/reference symbol.

8. Begin the continuation of the TEXT at the left margin on the <u>second</u> line below the subject phrase. When it is necessary to continue a letter on another page --

a. Do not divide a paragraph of three lines or less between pages, for at least two lines of the divided paragraph must be on each page.

b. Include at least two words on each page of any sentence divided between pages.

c. Do not hyphenate a word between pages.

d. Do not type the authority line and the signature block on the continuation page without at least two lines of the last paragraph. If, however, a paragraph or subparagraph has only one line, it may be placed alone on the continuation page with the authority line and signature block.

FOR THE ADJUTANT GENERAL:

J. PAUL JONES
Major, GS
Chief, Systems Division

3 Incl
wd incl 2 and 3
Added 2 incl
4. Ltr OCE 24 Apr 77 w/2 incl
5. TM 12-257

Figure 5. Continuation of a military letter.

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INFANTRY SCHOOL
FORT BENNING, GEORGIA 31905

IN REPLY REFER TO

DAPE-CPZ-A 16 December 1977

SUBJECT: Example and Instructions for Listing a Single Reference on Military Correspondence

Commander
8th Infantry Division
Fort Carson, CO 80913

1. Reference letter, AHENC, HQ First US Army, 19 May 1977, subject: Correspondence Management.

2. When one reference is used, type as shown above.

Figure 6. Listing a single reference.

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INFANTRY SCHOOL
FORT BENNING, GEORGIA 31905

IN REPLY REFER TO

DAPC-OPM-S 16 December 1977

SUBSJECT: Listing Multiple References on Military Correspondence to Include DFs and Memorandum

Commander
8th Infantry Division
Fort Carson, CO 80913

1. Reference:

a. Letter, AHENG, HQ First US Army, 19 May 1977, subject: Correspondence Management.

b. Message 0000, HQ TRADOC, ATTNG-TD-OR, 201623Z Sep 76, subject: Correspondence Management.

c. 3d Ind, 13 July 1977, to ltr AHENG, HQ First US Army, 29 May 1977, subject: Correspondence Management.

2. When multiple references are required, list them as shown above. Do not refer to publications, correspondence, or messages which are not available to the addressee. References which are not available to the addressee may be listed as inclosures.

Figure 7. Listing multiple references.

DISPOSITION FORM

For use of this form, see AR 340-15, the proponent agency is TAGCEN.

S: 28 March 1978

REFERENCE OR OFFICE SYMBOL	SUBJECT
DAAG-AMS-O	Preparation of a Disposition Form

TO	FROM	DATE 1 March 1978 CMT 1
DAIG-SD Pentagon	DAAG Forrestal	Mr. Jones/its/693-1961

1. When preparing to type a Disposition Form (DF), aline the typewriter in the position to type the TO and FROM address. Type the reference symbol of the originator and the subject on the first space (line) after the block titles. Begin each at the left edge of the respective box. This positioning will accommodate a two-line reference symbol or a two-line subject. The office or reference symbol of the FROM addressee may/may not be the same as the originator (e.g., The Adjutant General is the addressee and signer, DAAG-AMS-O is the TAG office of origination). Block the TO and FROM addressees approximately two spaces behind the printed designations. Stamp or type the date approximately two spaces behind the word DATE. Use the identification of the writer on all DFs or comments and type it on the next line below the date, ending at the right margin.

2. If a suspense date is used, type it on the proponent agency line and ending as close as possible to the right margin.

3. Begin the text of the DF on the second line below the last line of the address/writer identification, beginning at the left margin which is established by the vertical line of the form.

a. The horizontal mark at the lower left side of the form identifies the maximum text that may be typed on the form and still leave room for the signature block. If an authority line is required, the text limit is two lines above the mark.

b. If it can be determined that two pages will be required to complete CMT 1, the typing may continue to the bottom of the form. See figure 12 for the continuation of a DF.

c. If the DF is classified, stop the text at the horizontal mark to leave space for the required classification stamp, classifier identification, and general downgrading schedule information.

4. Place the authority line (if applicable), the signature block, the inclosure listing (if applicable), and information copy notation (if applicable), as specified for a military letter.

FOR THE ADJUTANT GENERAL:

JAMES S. JOHNSON
Colonel, GS
Director of Administration

2 Incl
1. Ltr NGB 4 Jan 78
2. AR 340-15

DA FORM 1 FEB 62 2496 REPLACES DD FORM 96, WHICH IS OBSOLETE. ☆GPO-1975-665-422/1063

Figure 8. Preparation of a disposition form.

DISPOSITION FORM

For use of this form, see AR 340-15, the proponent agency is TAGCEN.

REFERENCE OR OFFICE SYMBOL	SUBJECT
AFVF-CDR	Disposition Form Showing Several Addressees

TO Cdr, 1st Sqd
Cdr, 2d Sqd
Cdr, 3d Sqd ✓

FROM Cdr, 3d Armd Cav Regt

DATE 11 July 1977 CMT 1
CPT Davis/bbd/5-1270

When a Disposition Form is intended for several addressees, prepare a copy for each addressee. Indicate the copy for each specific addressee by a checkmark as shown above. Prepare heading and format as shown in this example. The AFVF-CDR is the reference office symbol of the Cdr, 3d Armd Cav Regt.

FOR THE COMMANDER:

CHARLES E. TURNER, JR.
Major, Armor
Adjutant

AFVF-CDR (11 Jul 77)

TO Cdr, HQ Trp
Cdr, Trp E
Cdr, Trp F ✓

FROM Cdr, 2d Sqd

DATE 13 July 1977 CMT 2
SFC Harris/lmv/5-5137

This is an example of a Comment 2 showing several addressees. Indicate the copy for each specific addressee by a checkmark as shown above.

DAVIS L. HARMON
Captain, Armor
Commander

DA FORM 1 FEB 62 2496 REPLACES DD FORM 96, WHICH IS OBSOLETE. ☆GPO - 1975-665-422/1083

Figure 9. Several addressees with a Comment 2.

DISPOSITION FORM
For use of this form, see AR 340-15, the proponent agency is TAGCEN.

REFERENCE OR OFFICE SYMBOL
AFVF-CDR

SUBJECT
Disposition Form Showing IN TURN Addressing

TO IN TURN
~~Cdr, 1st Sqd~~ Concur [illegible] 18 MAR 78
Cdr, 2d Sqd
Cdr, 3d Sqd

FROM Cdr, Armd Cav Regt

DATE 17 March 1978 CMT 1
CPT Davis/bbd/5-1207

1. Disposition Forms may be addressed IN TURN when several addressees are involved in the same action; to achieve multiple coordination; or to inform subsequent addressees of the reactions, recommendations, or comments of the preceding recipients. Addressees may comment as appropriate with a succeeding comment. If no comment is made or if the single word "concur" is in order, the addressee will line out the address and place the word "concur," his/her initials, and the date to the right of the respective address as shown above.

2. Make a separate copy for each addressee for IN TURN correspondence. Prepare headings as shown above.

DA FORM 1 FEB 62 2496 REPLACES DD FORM 96 WHICH IS OBSOLETE. ☆GPO 1975-665 422/1063

Figure 10. IN TURN addressees.

DISPOSITION FORM
For use of this form, see AR 340-15, the proponent agency is TAGCEN.

REFERENCE OR OFFICE SYMBOL
DAAG-REZ-A

SUBJECT
Disposition Form Showing an ATTENTION Line

TO DAAG-AMS-O
ATTN: Mr. Mann

FROM DAAG-REZ

DATE 15 March 1978 CMT 1
Mr. Allsop/en/3-1927

1. Use this format when addressing a Disposition Form (DF) to the ATTENTION of a specific section or office. Do not address a DF to the attention of an individual by name unless a special reason exists.

2. Type the abbreviation ATTN: as shown above. Type all other headings as shown in figure 8.

DA FORM 1 FEB 62 2496 REPLACES DD FORM 96, WHICH IS OBSOLETE. ☆GPO-1975-665 422/1063

Figure 11. ATTENTION line.

DAAC-AM (21 Mar 78) 28 March 1978
SUBJECT: Continuation of a Disposition Form Comment

4. If a continuation page is required, use plain bond paper. The following rules apply:

a. The right and left margins are the same as for the printed Disposition Form.

b. Type the reference symbol at the left margin on the eighth line from the top of the page followed by the date of the comment, in parentheses.

c. Stamp or type the date of the comment on the same line with the reference symbol, ending at the right margin.

d. Do not divide a paragraph of three lines or less between pages, for at least two lines of the divided paragraph must be on each page.

e. Include at least two words on each page of any sentence divided between pages.

f. Do not hyphenate a word between pages.

g. Do not type the authority line and the signature block on the continuation page without at least two lines of the last paragraph. If, however, a paragraph or subparagraph has only one line, it may be placed alone on the continuation page with the authority line and signature block.

JOHN R. ROE
Colonel, AGC
Adjutant

Figure 12. Continuation of a comment.

S: 25 Apr 78

DAPC-EPZ-E Davis, William R., Jr.
SSN 111-22-3303 (15 Mar 78)
SUBJECT: Preparing a Separate-Page Comment

TO Cdr, MILPERCENEUR FROM Cdr, MILPERCEN DATE 3 Apr 78 CMT 2
ATTN: AEUPE-MPR 2461 Eisenhower Ave. Ms. Harris/mk/221-7692
APO NY 09081 Alexandria, VA 22331

1. When a separate-page comment is prepared, type the reference symbol at the left margin on the eighth line from the top of the page using plain bond paper. The right and left margins are the same as for the printed Disposition Form (DF). If a detailed reference symbol is required, as shown above, it may be typed in two lines to avoid conflicting with a suspense date. If the suspense date is used, type it on the same line as the reference symbol, ending at the right margin. Type the subject on the next line below the reference symbol.

2. Type the TO or THRU address (as appropriate) at the left margin on the second line below the subject. Type the FROM address, DATE, and designation of the number of the comment on the same line, spaced approximately in the same position as on the DF itself.

3. Position all other remaining elements of the comment as for any DF comment.

Figure 13. Comment on a separate page.

```
AFVF-CDR (14 Jul 1978)
SUBJECT:  Preparing a THRU Separate-Page Comment

THRU   Cdr, 2d Sqd      FROM   Cdr, 3d Armd Cav   DATE  17 July 1978  CMT 2
                                Regt                   CPT Davis/bbd/5-1207

TO     Cdr, Trp F

1.  When a separate-page THRU comment is prepared, type the word THRU
at the left margin on the second line below the subject.  Type the word
TO two lines below the last line of the THRU address directly under the
word THRU.  Aline the TO address directly under the THRU address as
shown above.

2.  Position all other remaining elements of the comment as for any
separate-page comment.
```

Figure 14. THRU separate-page comment.

```
AFVF-CDR (18 Jul 78)
SUBJECT: Preparing an IN TURN Separate-Page Comment

TO  IN TURN          FROM  Cdr, 3d Armd Cav    DATE  20 July 1978  CMT 2
    Cdr, 1st Sqd                                    SFC Matthews/mm/5-5101
    Cdr, 2d Sqd
    Cdr, 3d Sqd

When a separate-page IN TURN comment is prepared, type the word TO at
the left margin on the second line after the subject.  Type the words
IN TURN two spaces after the TO as shown above.  Type addresses as
shown above.  Position all other remaining elements of the comment as
for any separate-page comment.
```

Figure 15. IN TURN separate-page comment.

REFERENCES:

AR 340-15, Preparing Correspondence

TASK NUMBER: 071-332-5110

REQUEST ORDERS

CONDITIONS:

In a unit operating with a battalion Personnel Administration Center (PAC), given a requirement for individual or unit orders.

STANDARDS:

The request is transmitted to the PAC in informal form, with sufficient information for battalion to cut orders or prepare and transmit a request for orders.

PERFORMANCE MEASURES:

1. With the creation of the PAC at battalion level, the company will no longer cut unit orders or formally submit a request for orders. Requests for necessary orders will be transmitted informally to the PAC in a plain-language request. For example, this request may be submitted handwritten on the standard buckslip. Coordination required will be conducted informally and indicated on informal requests only. No files need be retained on these informal requests.

2. The intent of the Consolidation of Administration at Battalion Level (CABL) is for the battalion PAC clerk to receive requests, to verify information, to research records, to coordinate with MILPO as required, to prepare orders in accordance with AR 310-10, and to obtain the signature of the battalion adjutant or assistant adjutant.

3. You must know when orders are required in order to request the PAC to provide them in a timely manner. Some of the reasons for which you might request orders or confirm that the PAC has requested orders are:

a. Administrative absences.

b. Amendments to orders.

c. Appointment of acting NCOs.

d. Assignments/reassignments.

e. Attachment of individuals or units.

f. Blanket travel orders.

g. Changes of station (temporary or permanent).

h. Dropped from the rolls of the Army.

i. Enlistments/reenlistments (active Army only).

j. Emergency leaves or recall from leave.

k. MOS actions.

l. Parachute duty.

m. Promotions.

n. Retirements.

o. Rescission.

p. Revocations.

q. Temporary duty travel.

4. As a minimum, you should know the information required for the standard name line in requesting individual and unit orders.

a. The standard name line for officers, warrant officers, and enlisted personnel requires:

(1) Last name, first name, middle initial.

(2) Social Security number.

(3) Current grade.

(4) Unit of assignment, including the six-position alphanumeric unit identification code (UIC), and the station of assignment.

b. The standard name line for unit orders requires:

(1) Name of organization or unit.

(2) Command of assignment.

(3) Unit identification code.

(4) Station and location of assignment.

5. DA Form 2446 (Request for Orders) will be prepared and forwarded by the PAC to request all orders except TDY orders. DD Form 1610 (Request and Authorization for TDY Travel of DOD Personnel) is used to publish TDY orders. This form may be filled out by the individual and typed at the PAC.

6. AR 310-10, Military Orders, is the basic reference for preparing and issuing orders. Should you need further assistance, contact the PAC clerk. He has access to this AR in the battalion regulation library.

REFERENCES:

AR 310-10, Military Orders, Nov 75, C4 (chap 2, page 2-0.1, para 2-1 thru 2-13)

TASK NUMBER: 121-030-3503

INITIATE A RECOMMENDATION FOR AN AWARD

CONDITIONS:

Given knowledge of a subordinate's meritorious achievement or performance of an act of heroism, and access to AR 672-5-1, the soldier's Military Personnel Records Jacket (MPRJ) or PSNCO, blank DA Form(s) 638, an ink pen, and typing facilities.

STANDARDS:

1. Determine the soldier's eligibility for the award or decoration IAW AR 672-5-1.

2. Insure that all information required by AR 672-5-1 is entered on the DA Form 638.

3. Attach to the DA Form 638 all documentation required by AR 672-5-1.

4. Forward the completed DA Form 638 and documentation to the commander.

TRAINING NOTE:

The Army's system for recognizing and rewarding outstanding duty performance and acts of valor requires the preparation of a DA Form 638 (Recommendation for Award). This form becomes the basis for decisions concerning awards and decorations. Therefore, it must be complete and accurate.

PERFORMANCE MEASURES:

1. Check to be sure the meritorious service or achievement or act of valor occurred within the past 2 years. If it did not, do not initiate the recommendation.

2. Check to be sure the soldier meets the criteria for the award or decoration you are recommending. (See AR 672-5-1, chapter 2, section II.) If the soldier does not meet the criteria for this award or decoration, consider him for a lesser award.

3. Check to be sure the soldier is not under suspension of favorable personnel actions. If he is, he is automatically ineligible for any award at this time.

4. If the award is for meritorious achievement or service, check to be sure the soldier has not already received another award covering the dates being considered. If he has received another award, he is ineligible for further recognition. If this information is not readily available to you, contact the Military Personnel Office or the PSNCO.

5. When you have determined that the soldier is eligible for the award or decoration, fill out Part I, DA Form 638, IAW AR 672-5-1, section III, paragraph 2-22a. Make sure that all information is complete and accurate. If you are in doubt about the correctness of any item, or if any personal data are not available on the soldier's MPRJ, get the information from the PSNCO.

6. For a meritorious achievement or service award only, complete Part II, DA Form 638. See AR 672-5-1, section III, paragraph 2-22b.

7. Complete Part III of the form for a heroism award only. Use AR 672-5-1, section III, paragraph 2-22c, as your guide.

8. If the award is for an act of heroism, contact all possible eyewitnesses to the act and obtain supporting documentation from them. This documentation is in the form of certificates, affidavits, and sworn statements. Also gather other kinds of documentation relating to the incident, such as police reports, news articles, and affidavits from people other than eyewitnesses who are aware of the act and its circumstances.

9. Complete Part IV, DA Form 638, very carefully. It is a critical portion of the form — the actual proposed citation. (This section must be typed double spaced, and it must not exceed 12 characters per inch.) **(NOTE: Usually, the Personnel Administration Center will provide typing support.)** In Part IV, describe the soldier's performance factually and concisely. Avoid stilted, pompous language, which wastes limited space and lessens the chance for a favorable evaluation. You may include a one-page, double-spaced summary of the deed, service, or achievement as an inclosure. See AR 672-5-1, section III, paragraphs 2-22d and 2-22e.

10. Complete Part V of the form. Be sure to list **all** attachments and inclosures in Item 16. See AR 672-5-1, figure 2-1, page 2-14.

11. Check the DA Form 638 after completing it to be sure it is filled out completely and accurately.

12. Forward sufficient copies of the typed DA Form 638 and its inclosures and attachments through channels to the commander.

REFERENCES:

AR 672-5-1, Military Awards, Jun 74, C3 (chap 2, page 2-10, para 2-22)

TASK NUMBER: 121-030-9009

POST CHANGES TO PUBLICATIONS

CONDITIONS:

Given a basic regulation or directive, a change or changes to that publication, access to DA Pam 310-13, and standard office materials.

STANDARDS:

The changes received will be posted IAW DA Pam 310-13, paragraphs 4 thru 12, as explained in the performance measures below.

TRAINING NOTE:

1. Publications lose much of their value if they are not kept up to date. To keep publications current and relevant, changes and revisions are issued. To make the reader aware of this new information, these changes to the basic publication must be correctly posted.

2. Though thorough and accurate posting is important, elaborate and detailed posting with no sense of priorities wastes manhours. The reason for establishing posting procedures is to provide a uniform and easily understood method which will insure that important references are accurate and current. All publications need not be completely posted. Focus your primary effort on those publications which are most often used. For example, a publication that prescribes an annual report ordinarily should not require as much posting as a correspondence manual which is used daily. For a seldom-used publication, it may be sufficient simply to file the changes with the basic publication. Your judgment and experience will help to determine the extent of posting necessary. In the interest of greater efficiency, it is recommended that as a change(s) is received and filed with the publication, once that publication is used, then the change(s) should be posted at that time.

3. The following definitions, relevant to understanding how to post changes, are contained in DA Pam 310-13, paragraph 3:

a. Basic. An original publication, without changes, such as an Army regulation, field manual, or technical manual.

b. Change. A separate publication containing amendments in the form of deletions, alterations, or additions to portions of a previously issued publication.

c. Posting. The method of keeping publications up to date by entering the directed changes as they occur.

d. Revision. A new edition of a publication. It replaces the previous edition in its entirety, including changes.

e. Supersede. To make a substitution — that is, to replace an entire publication, chapter, paragraph, figure, or appendix with something new.

f. Rescind. To do away with. A publication, or a portion thereof, is rescinded when it has served the purpose for which it was issued or when the material becomes obsolete.

g. Amend. To change or to correct. Any change is an amendment.

h. Looseleaf Format. A publication that can be easily taken apart. When changes are necessary, they are normally issued on a replacement page basis.

i. Bound Format. A publication of pages securely held together so they cannot be easily removed without damage or mutilation. Changes are not issued on a replacement page basis; amendments affecting several pages may appear on the same page.

PERFORMANCE MEASURES:

1. Entire publications with changes may be either **rescinded** (done away with because the publication has served its purpose or is obsolete) or **superseded** (replaced by an updated or new publication).

a. Notification that an entire publication is rescinded is usually contained in a DA circular in the 310-series, Military Publications. When you receive a rescission notice, check this list against your files and **destroy** all rescinded publications that are not needed for further reference. Destruction of classified publications is prescribed in AR 380-5, para 64.

b. Notification that a publication has been superseded is found in a supersession notice in the current publication. In most cases, the supersession notice will be at the bottom of the first page, or at the bottom of the table of contents page if the publication has a cover. Read the supersession notice carefully to make sure that the entire publication is superseded and not just in part. Many times a new publication will supersede an old one with the same number. You should know that the new publication may well supersede one or more publications with a different number or numbers and even of a different type. For example: AR 700-5, 1 Dec 67, superseded an Army regulation (AR 700-5, 2 May 62) and a technical manual (TM 38-205, 15 Jul 60) in entirety and parts cf another Army regulation (chapter 4, AR 715-26, 23 Oct 64).

c. When an entire publication is superseded, it is **destroyed** in the same way that a rescinded publication is destroyed. If the publication is only partially superseded, then post the supersession information on the front cover of the publication, or on the front page if there is no cover.

d. You should be aware that a supersession may well apply only to a change to a publication and not to the basic publication itself. Changes superseded entirely or partially will be treated as if they were basic documents.

e. A new basic publication or change may have a **future effective supersession date.** This future effective date should be noted at the top of the **superseded publication** together with the supersession information. For example:

Supsd by (new publication), (date of new publication), effective (date).

If the numbers are the same, the new publication should be placed behind the old publication. If the numbers are different, file the new publication in its proper numerical sequence in the reference file. The old publication should be left in file until the effective date of the new publication. After that date, remove the superseded publication when filing or during your periodic general review to remove obsolete material.

2. Most of the changes which will be posted will be **partial changes** to the basic document and the following **general rules** will appy:

a. Be accurate and neat in your posting. A publication that is incorrectly or illegibly posted is as worthless as one which has not been posted.

b. Use only a sharp black lead pencil. Posting can then be erased easily if future changes or corrections are necessary.

c. Print or write the authority for changing a basic publication in the outside margin of the page (away from the binding edge) by the changed portion. This authority usually is a numbered change (for example, C1) but may be another publication or message. If the changed portion extends to more than one page, make the same notation on all pages concerned.

d. When less than three lines of text are affected, draw a single line through changed or deleted material, instead of obliterating or blocking it out.

e. When three or more lines of text are affected, line out old material in the following manner: draw single, straight lines through the first and last lines of the text and connect these lines from top right to bottom left, forming a Z-shape figure (figure 1).

CHANGE
No. 2

Posted
30 Apr 68
eb

AR 27-29, 20 May 1966, is changed as follows:

✓ *Page 6.* Paragraph 12a(4) is superseded as follows:

(4) Assist the claims judge advocate or claims officer in preparing a demand on carrier, warehouseman, and/or other third party (DA Form 1819), sign all copies, and cooperate to the extent required by any Government officer or agency in the prosecution of such demand. If any part of the loss or damage appears to be covered by insurance, he will make a prompt written demand on the insurer for reimbursement under the terms and conditions of the policy, and furnish a copy thereof to the claims judge advocate or claims officer.

CHANGE

AR 27-29

12. Responsibilities and procedures. *a. Property owner.*

* * * * *

Supsd
C2

(4) ~~Assist the transportation officer in pre-~~
paring a demand on the carrier, warehouseman, and/or other third party and will cooperate to the extent required by any Government officer or agency in the prosecution of such demand. If any part of the loss or damage appears to be covered by insurance, he will make a prompt written demand on the insurer for reimbursement under the terms and conditions of the policy, and furnish the claims judge advocate or claims officer with a copy thereof. DA Form 1819 (Demand on Carrier for Damage to or Loss of
~~Property) may be used for this purpose.~~

BASIC

Figure 1. Posting a superseded portion with three or more lines of text.

f. Upon receipt of a new change, post to any previous changes that are affected, as well as to the basic.

3. As each change to a publication is received, post the change number and date to the front cover of the basic publication, or first page if there is no cover. If a change supersedes a previous change, draw a line through the superseded change number and date and show the supersession authority. This method of posting provides a checklist of all changes to a publication that have been received and their current status.

Example:

C1, 14 Jun 62
~~C2~~, ~~29 Oct 63~~ Supsd by C4
C3, 5 Feb 65
C4, 10 Sep 67

In the above example, C4 superseded C2.

4. Repetitive changes are identical changes that must be made in several places.

a. Repetitive changes are usually listed at the beginning of the change. Either the relevant portions are listed or a statement explains that the change applies wherever the word or phrase appears. For example: "In paragraphs 2, 4, 7, 18, and 35, wherever the phrase 'DA Form 623' appears, it is changed to read 'DD Form 1436.' "

b. When specific paragraphs are listed, make the change in the text if space permits and cite the authority in the outer margin — for example, "C1." If the changed paragraphs are not listed, post the change and the authority at the top of the first page of the basic publication — for example, "Change DA Form 623 to DD Form 1436 wherever it appears - per C1."

5. In posting changes with effective dates, insure that the change authority and the effective date of the change is written in the margin of the basic publication. (See figure 2.)

CHANGE }
No. 5 }

Posted
30 Apr 68
eb

AR 140-1, 25 January 1966, is changed as follows:

✓ *Page 6.* Paragraph 9*a*(8) is added as follows, *effective 1 January 1968:*
(8) USAR control group (officer active duty obligor).

CHANGE

AR 140-1

9. Organizational structure of USAR. *a.* Ready Reserve consists of—
(1) Members assigned to troop program units.
(2) USAR control group (annual training) to include members thereof attached to reinforcement training units and USAR school student detachments.
(3) USAR control group (reinforcement) to include members thereof attached to reinforcement training units and USAR school student detachments.
(4) USAR control group (mobilization designee) to include members thereof attached to mobilization designation detachments.
(5) USAR school staff and faculty.
(6) USAR control group (delayed).
(7) USAR control group (ROTC).
(8) – (ADDED)
See C5 Eff 1 Jan 68 *b.* Standby Reserve consists of—
(1) Control group (standby).
(2) Control group (inactive).
(3) Control group (ineligibles).

BASIC

Figure 2. Posting change with effective date.

6. To facilitate thorough and accurate posting of changes, the following technique is recommended:

a. Place a check mark by each listed item of change as that change is posted to the basic publication. This will prevent overlooking portions of the change.

b. When all items are posted, write the word "Posted," the date, and your initials at the top of the first page of the change.

7. These posting techniques vary with two broad types of publications that may be posted: **bound publications** and **looseleaf publications.**

a. **Changes to bound publications** are printed in page and paragraph sequence keyed to the basic publication. These changes may consist of supersessions, rescissions, additions, and minor amendments.

(1) **Supersessions** are stated as such in the change. An entire chapter, section, paragraph, subparagraph, appendix, or other portion may be superseded or replaced by others. Example: "Page 6. Paragraph 7 is superseded as follows: (The new text follows.)" Use either the line-through (para 2d) or Z-method (paragraph 2e) to mark out the superseded material in the basic publication. Then print or write "supsd, C (change number)" in the outside margin opposite the number of the section, paragraph, table, figure, or other portion that is superseded (figure 1).

(2) **Rescissions** are identified in the instructions of the new change by the word "rescinded." Example: "Page 4. Paragraph 2c is rescinded." Line out or Z out the rescinded portion of the basic publication. Write "Resc" and the authority, such as "C1," in the outside margin opposite the number of the rescinded portion (figure 3).

CHANGE }
No. 2 }

Posted
30 Apr 68

AR 27-29, 20 May 1966, is changed as follows:

✓ *Page 7.* Subparagraph 12b(4) is rescinded.

CHANGE

AR 27-29

12. Responsibilities and procedures.

* * * * *

b. Transportation officer. Upon receipt of notice of loss, damage, or destruction from the property owner, or from any other source, the transportation officer or his representative will—

* * * * *

Resc C2

(4) ~~Prepare a written demand for reimburse-~~ ment on the carrier, warehouseman, and other third party (DA Form 1819) for the signature of the property owner. The original and five copies of the demand, together with six copies of the inspection report, will be promptly forwarded to the claims judge advocate or claims officer for coordination and dispatch. Such action will not be delayed pending receipt of repair estimates, shipping documents, ~~or other supporting evidence.~~

BASIC

Figure 3. Posting a rescission.

(3) **Additions** are identified by the word "add" preceding the new chapter, paragraph, appendix, figure, or other portion that is added to the basic document. Example: "Page 12. Paragraph 8.1 is added after paragraph 8." Decimal numbers or letters indicate the insertion of new material, such as paragraph 8.1 to be inserted between 8 and 9, not as a part of paragraph 8. This system avoids renumbering the remaining paragraphs. Write the number of the new chapter, section, paragraph, or other portion (including the title when space allows) in the proper sequence in the basic publication. Follow this reference with the word "(ADDED)," in

parentheses. Write the authority, such as "C1," in the outside margin opposite the entry. (See figure 4.)

(4) Minor amendments will be identified and the action required will be indicated in the instructions for change. Minor amendments are such items as the addition, deletion, or amendment of words, phrases, or sentences. Example: "Page 8, paragraph 5b(3). In line 2, 'in duplicate' is changed to read 'original only.' "

(a) If there is sufficient space in the basic document, write or print the added or changed portion in the proper place. Write the authority ("C1") in the outside margin opposite the changed portion. Line out deletions and write the authority in the margin (figure 4).

CHANGE }
No. 5 }

Posted
30 Apr 68
eb

ARMY RESERVE

MISSION, ORGANIZATION, AND TRAINING

AR 140-1, 25 January 1966, is changed as follows:

Page 4. Paragraph 3u is added as follows,

✓ *u. Officer active duty obligor.* An officer who is appointed in the USAR from the ROTC Program or under programs monitored by The Surgeon General or Chief of Chaplains who has an obligation to serve on active duty who does not enter on such active duty concurrent with his appointment.

CHANGE

AR 140-1

3. Explanation of terms. The following contains an explanation of terms used in this regulation:

* * * * *

t. USAR school. A table of distribution and allowance unit specifically organized for the purpose of presenting Army service school courses and selected MOS training for Reserve component personnel during reserve and annual active duty training periods.

u. Officer active duty obligor. (ADDED)

See C5

4. Area commands. *a.* Area commands include—

BASIC

Figure 4. Posting added material.

(b) If there is not enough space for the added material, write "sentence(s) added" or "word(s) added," in the proper place in the text or as near to it as possible. A caret (∧) should be inserted where the material is to be added. Line through the material being changed then, write "See C1" in the outer margin. (See figure 5.)

CHANGE }
No. 4 }

Posted
30 Apr 68
eb

AR 735-7, 14 September 1964, is changed as follows:

✓ *Page 4, paragraph 10a, line 6.* Change "AR 35-14" to read "AR 35-8."

✓ *Page 5, paragraph 11m.* The following sentence is added: "Policies for recovery of nonrecurring costs such as engineering, tooling and the like applicable to Foreign Sales are set forth in appendix II."

CHANGE

AR 735-7

10. Accessorial costs. *a.* When reimbursement of accessorial costs is required, the objective is to use uniform Department of the Army rates to be applied to the inventory standard prices established for the materiel shipped. The policy and rates prescribed in ~~AR 35-11~~ ∧AR 35-8 will be used for this purpose. C4

* * * * *

11. Pricing policies applicable to materiel financed by military appropriated funds.

* * * * *

m. Standard prices for materiel manufactured under commercial contracts or at Government manufacturing facilities will include all indirect costs such as engineering, tooling, quality assurance, and documentation financed by the procuring appropriation. When costs of this nature are not applicable exclusively to items placed under contract during the year in which the costs were incurred, they may be prorated on a percentage basis over the total production of the item so that the standard price may include a fair share of the total indirect costs. When expenditures of a prior year are representative of total production costs, the indirect cost may be prorated on the basis of the prior year cases. Reimbursable transfers of such materiel will be billed at the standard price. ∧ Sentence added

See C4

BASIC

Figure 5. Posting minor amendments.

b. **Changes to looseleaf publications** usually provide new revised pages to insert in the basic publication. Each change with pages for insertion has a covering sheet of instructions for making the change (figure 4). The new pages to be added and the old pages to be removed are normally identified by a "remove and insert" table or by a list of effective pages which is used in some publications.

(1) First read the change instruction sheet. Then check the actual pages furnished against the list of pages to be inserted that is shown in the "remove and insert" table or the list of effective pages. Make sure they agree and that all pages are present. If any pages are missing, order a new copy of the change through your publications supply channels before posting.

(2) Using the "remove and insert" table or the list of effective pages, remove the pages being replaced and destroy them. (If the publication is classified, the pages must be destroyed IAW paragraph 64, AR 380-5.) Insert the new pages in proper numerical order. Sometimes pages are not numbered in the usual sequence because the new material does not fit on the old page and must continue on a new one. These additional pages bear the preceding even-number page plus a decimal or capital letter, e.g., 3-2.1, 3-2.2, or 3-2A, 3-2B. They are filed in sequence following page 3-2 and preceding page 3-3. The change may direct that pages be removed without any replacements. In such cases, write at the bottom of the page preceding the ones removed "next page is______(fill in correct page number)," if this has not already been done by the change.

(3) The change instruction sheet may also direct that minor changes be made on pages that are not replaced (figure 6). If there is room, make the change directly in the text on the page being changed. Also, write the change authority in the outer margin opposite the revised portion, for example, "C1." If there is insufficient space to enter the new material, insert a caret (/\) where the material should appear and give an explanation in the outer margin, such as "Word(s) added," "Sentence(s) added," "see C1."

Posted
30 Apr 68
eb

AR 638-40
*C 8

CHANGE No. 8

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., *29 March 1968*

DECEASED PERSONNEL

CARE AND DISPOSITION OF REMAINS

AR 638-40, 20 February 1964, is changed as follows:

1. The material which has been added or modified by this change is indicated by a star.

2. The following changes will be made:

a. Page iv. Add "Appendix VIII—Mortuary Supplies and Equipment".

b. Page 1-4, paragraph 1-9a(1). Add subparagraph *g* as follows:

g. Adjustments (increase or decrease) in interment and/or funeral allowances.

c. Page 1-4, paragraph 1-9b. Change title of this paragraph to read "Responsibilities of Army authorities in the continental United States".

d. Page 3-5, paragraph 3-7b(6). Change subparagraph "(6)" to read subparagraph "(7)".

e. Page 7-1, paragraph 7-2a. Delete "Orleans, France" and add "DaNang, RVN".

f. Page 7-9, paragraph 7-8d(7). In the last sentence change the reference made to "*a*(2) above" to read "*a*(3) above".

g. Page 7-9, paragraph 7-8f. Change "Chief of Finance" to read "Chief of Finance and Accounting, Office, Comptroller of the Army".

3. Remove old pages and insert new pages as indicated below:

Remove pages—	Insert pages—
1-5	1-5
3-3 and 3-4	3-3 and 3-4
4-1 through 4-4	4-1 through 4-3
7-5 and 7-6	7-5 and 7-6
11-5 and 11-6	11-5 and 11-6
13-1 through 13-3	13-1 through 13-3
A1-1 and A1-2	A1-1 and A1-2
----------	A8-1 through A8-3

4. This change authorizes an increase in the maximum interment allowances, *effective 1 February 1968*, for burials made in private, civilian or Government cemeteries. Increases authorized are indicated in paragraph 13-3 *a* and *b*.

5. In addition to the increase in the interment allowances, this change authorizes the following:

a. An increase from $400 to $500 in the maximum amount allowable as reimbursement when next of kin arrange for preparation of remains and no contract is in effect at place of death (para 4-5*b*).

b. Payment of an amount not to exceed $30 for rental cost of the casket cover (soft-pack) as required for shipment of remains via commercial aircraft.

*This change supersedes DA message 849130, 26 January 1968.

Figure 6. Change instruction sheet for looseleaf change.

(4) Be sure to note whether the change instruction sheet contains a supersession notice at the bottom of the page. If so, remove the superseded publication from the files and destroy it.

(5) After verifying that all posting has been completed, write "Posted" at the top of the change instruction sheet, the date, and your initials. File the sheet in the front of the publication.

(6) Be sure to check the effective date of the new change. Do not destroy the old pages until the new effective date has passed.

8. An electrically transmitted message may be used to amend a publication when time does not permit a printed change to be issued. Such a message is identified as an interim change to the publication. It is prepared in the format of a published change and provides the exact language of the changed material.

a. Follow the procedures in paragraph 7 or 8 for posting the changes directed by the message. In the margin of the publication opposite the changed portions, show the message number and date as the authority, for example, "DA msg 456789, 8 Feb 68."

b. File a copy of the message, if available, in front of the basic publication or the last printed change. If a copy is not available, insert a cross-reference sheet showing where a copy of the message may be found. When the next printed change or revision of the publication is received, check the supersession notice. If the notice states that the message is rescinded, or superseded, remove the message or cross-reference and destroy it.

REFERENCES:

AR 380-5, Security, Department of the Army Supplement to DOD 5200.1-R (DODISPR), Jul 74, C1, 2
DA Pamphlet 310-13, Military Publications: Posting and Filing Publications
TEC Lesson 500-121-8125-F, Introduction to Posting DA Publications
TEC Lesson 500-121-8126-F, Posting DA Publications

TASK NUMBER: 121-030-9007

ASSIGN THE ARMY FUNCTIONAL FILES SYSTEM (TAFFS) NUMBERS TO CORRESPONDENCE

CONDITIONS:

Given correspondence or other documents to be filed, access to AR 340-2 or AR 340-18-series (whichever applies to your unit), and standard office materials.

STANDARDS:

1. Determine the Army Functional Files System (TAFFS) numbers of documents to be filed.

2. Insure that the correct file numbers are posted on the documents.

TRAINING NOTE:

1. **THE ARMY FUNCTIONAL FILES SYSTEM.** TAFFS is a system for identifying and arranging Army records to facilitate maintenance and disposition. TAFFS divides all documentation into 16 major categories. (See figure 1.) AR 340-18-1 through AR 340-18-16 include all information on records belonging to these major functional categories. TAFFS insures that:

a. Papers without reference value are disposed of before filing.

b. Papers needed for reference are filed so that they can be easily located.

c. Papers no longer needed for reference are removed from the current files area (CFA).

2. **UNIT FUNCTIONAL FILES SYSTEM (AR 340-2).** The Unit Functional Files System prescribed in AR 340-2 is a modification of TAFFS outlined in the AR 340-18-series. The Unit Functional Files System covers only 10 of the 16 major functional categories. You will be primarily concerned with appendixes A and C of AR 340-2.

a. Appendix A, AR 340-2, contains a complete listing of files series normally accumulated by the units below division which maintain files. This appendix is divided into 10 sections. Each section covers a major

functional category of files. (See figure 1.) The major functional categories covered by appendix A are as follows:

(1) Sections I through V deal with the first five categories.

(2) Section VI covers category 7 (700 series).

(3) Section VII covers category 10 (1000 series).

(4) Section VIII covers category 11 (1100 series).

(5) Section IX covers category 14 (1400 series).

b. Study the major functional categories below (figure 1). It is from these categories that you will select file numbers for assignment to documents.

FUNCTIONAL CATEGORY SERIES NUMBER	TITLE (Major Functional Category)	SECTION NUMBER* APPENDIX A, AR 340-2	GOVERNING REGULATION, AR 340-18-Series
100	Office Housekeeping Files	I	AR 340-18-1
200	Planning, Programming, Management, Historical, and Combat Development Files	II	AR 340-18-2
300	Finance and Fiscal Files	III	AR 340-18-3
400	Legal and Information Files	IV	AR 340-18-4
500	Intelligence, Security, Military Police, and Mapping Files	V	AR 340-18-5
600	General Personnel Management and Safety Files	VI	AR 340-18-6
700	Military Personnel Files	VII	AR 340-18-7
800	Civilian Personnel Files	Not Used	AR 340-18-8
900	Medical Files	Not Used	AR 340-18-9
1000	Training and Education Files	VIII	AR 340-18-10
1100	Communications Files	IX	AR 340-18-11
1200	Transportation Files	Not Used	AR 340-18-12
1300	Research and Development Files	Not Used	AR 340-18-13
1400	Logistics Files	X	AR 340-18-14
1500	Facilities Files	Not Used	AR 340-18-15
1600	Civil Affairs Files	Not Used	AR 340-18-16

*Section numbers are not an integral part of file numbers.

Figure 1. Basis for Army Functional Files System and governing directives.

c. Every office of record accumulates some records under major functional category 100 — Office Housekeeping. Files normally accumulated in battalions, groups, brigades, regiments, and comparable units appear below.

(1) S1 (Personnel, Administration, and Legal Matters): Major functional category series numbers 100, 200, 400, 600, 700, 1100, and 1400.

(2) S2 (Intelligence, Security, Safety, and Central Classified Files): Major functional category series numbers 100, 500, and 700.

(3) S3 (Operations and Training): Major functional category series numbers 100, 200, and 1000.

(4) S4 (Supply Office): Major functional category series numbers 100 and 1400.

(5) Communications Office: Major functional category series numbers 100 and 1100.

PERFORMANCE MEASURES:

1. ASSIGNING TAFFS NUMBERS TO CORRESPONDENCE.

a. To find a given subject's TAFFS number, we will use an example from the S2 area. The same procedures apply for any duty section or subject area. Assume that the S2 section receives a disposition form entitled **Security Briefing and Debriefing.** To file this DF, you must first assign it a TAFFS number.

b. The procedure used to assign TAFFS numbers to correspondence is as follows:

(1) **Determine the Major Functional Categories Used by the Staff Section.** Look at appendix C of AR 340-2. You will find that the S2 section uses only major functional categories 100, 500, and 700.

(2) **Determine Which of These Functional Categories the Subject Comes Under.** To determine the functional category, refer to appendix A of AR 340-2. (See figure 1.) Look at the categories used by your section. (In this case, we know that categories 100, 500, and 700 relate to S2 functions.) Each functional category is a broad subject area containing a variety of subjects. Find which area the subject of the document pertains to. For example, Security Briefing and Debriefing would logically fall under major functional category **Intelligence, Security, Military Police, and Mapping.** (See figure 2.)

FUNCTIONAL CATEGORY SERIES NUMBER	TITLE (Major Functional Category)	SECTION NUMBER APPENDIX A, AR 340-2	GOVERNING REGULATION, AR 340-18-Series
500	Intelligence, Security, Military Police, and Mapping	V	340-18-5

Figure 2. Functional category listed in appendix A, AR 340-2.

(3) **Determine the File Number.** After the major functional category has been determined, the task of finding the file number is simple. Figure 2 shows that a subject in the major functional category of Intelligence, Security, Military Police, and Mapping is referred to in section V of appendix A and is in functional category number 500. Turn to section V of appendix A. Look through the listed subjects, actions, processes, etc., until you find the subject which you are trying to file. The subject of Security Briefing and Debriefing is listed as in figure 3. The file number is thus determined to be 506-02.

Section V. INTELLIGENCE, SECURITY, MILITARY POLICE, AND MAPPING FILES

The files described in this section relate to actions taken to safeguard defense information, investigate crimes, and to protect facilities against hazards.

File No.	*Description*	*Disposition*
506-02	Security briefing and debriefing files. Documents relating to security briefing and debriefing of personnel authorized access to classified material. Included are briefing and debriefing statements and certificates and directly related documents.	Destroy 1 year after debriefing or obsolescence.
505-01	Security classification files. Documents relating to the administration of a security classification or regrading system involving the classification or downgrading of documents, including correspondence or memorandums on downgrading and reports on security classification.	Office responsible for declassification and downgrading: Permanent. Cut off annually. Other offices: Destroy after 3 years or on discontinuance, whichever is first.

Figure 3. Extract of section V, appendix A, AR 340-2.

2. **POSTING FILE NUMBERS.** Once the file number has been determined to be 506-02, write this file number in pencil on the document. This will facilitate replacing the document in its correct file position once it has been removed for reference. To post the file number, write the file number lengthwise in the right margin of the document. (See figure 4.)

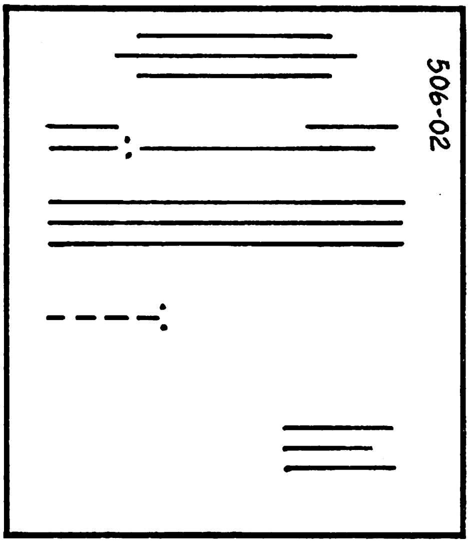


Figure 4. Posting file numbers.

REFERENCES:

AR 340-2, Maintenance and Disposition of Records in TOE Units of the Active Army and the Army Reserves, Nov 77
AR 340-18-series, The Army Functional Files System, Aug 69
TC 12-71-9PT, The Army Functional File System
TEC Lesson 500-121-8143-A, Preparation of Unit Files
TEC Lesson 500-121-8144-A, Maintenance and Disposition of Unit Files

TASK NUMBER: 121-030-9008

REVIEW THE UNIT/SECTION FUNCTIONAL FILES

CONDITIONS:

Given an approved list of selected file numbers and access to current files, AR 340-2 or AR 340-18-series (whichever applies to your unit), AR 310-50, and standard office materials.

STANDARDS:

The functional files in the current files area (CFA) are maintained IAW the procedures established by AR 340-2, AR 340-18-1, and the performance measures.

TRAINING NOTE:

Files in the CFA must be reviewed at the end of the fiscal and calendar year. Of course, they may be reviewed more often. See task: **Assign the Army Functional Files System (TAFFS) Numbers to Correspondence.** This task explains TAFFS.

PERFORMANCE MEASURES:

1. Obtain and review a current copy of the list of selected file numbers. Be sure the list has been approved by the local Records Management Officer (RMO).

2. Check the files to be sure only authorized files are maintained. If any unidentified files are currently being maintained, submit them to the RMO for subsequent numbering. See AR 340-2, para 4-3; or AR 340-18-1, para 1-9 — whichever applies to your unit.

3. Review the file labels to be sure each one contains the file number, title, and precise disposition instructions. See AR 340-2, para 7-5; or AR 340-18-1, chap 2, sec I and II.

a. Check to be sure all abbreviations are authorized by AR 310-50 and AR 340-2 or AR 340-18-series. Figure 1 shows examples of correctly prepared labels.

b. Check to be sure each label contains the correct disposition instructions. See AR 340-2, app A; or AR 340-18-1, sec II.

c. Review the placement of the file labels on the file folders. Be sure each label is positioned according to the disposition instructions IAW AR 340-2, para 7-5; or AR 340-18-1, para 2-2 and 2-3. Figure 1 shows and explains the proper label positions for different disposition instructions.

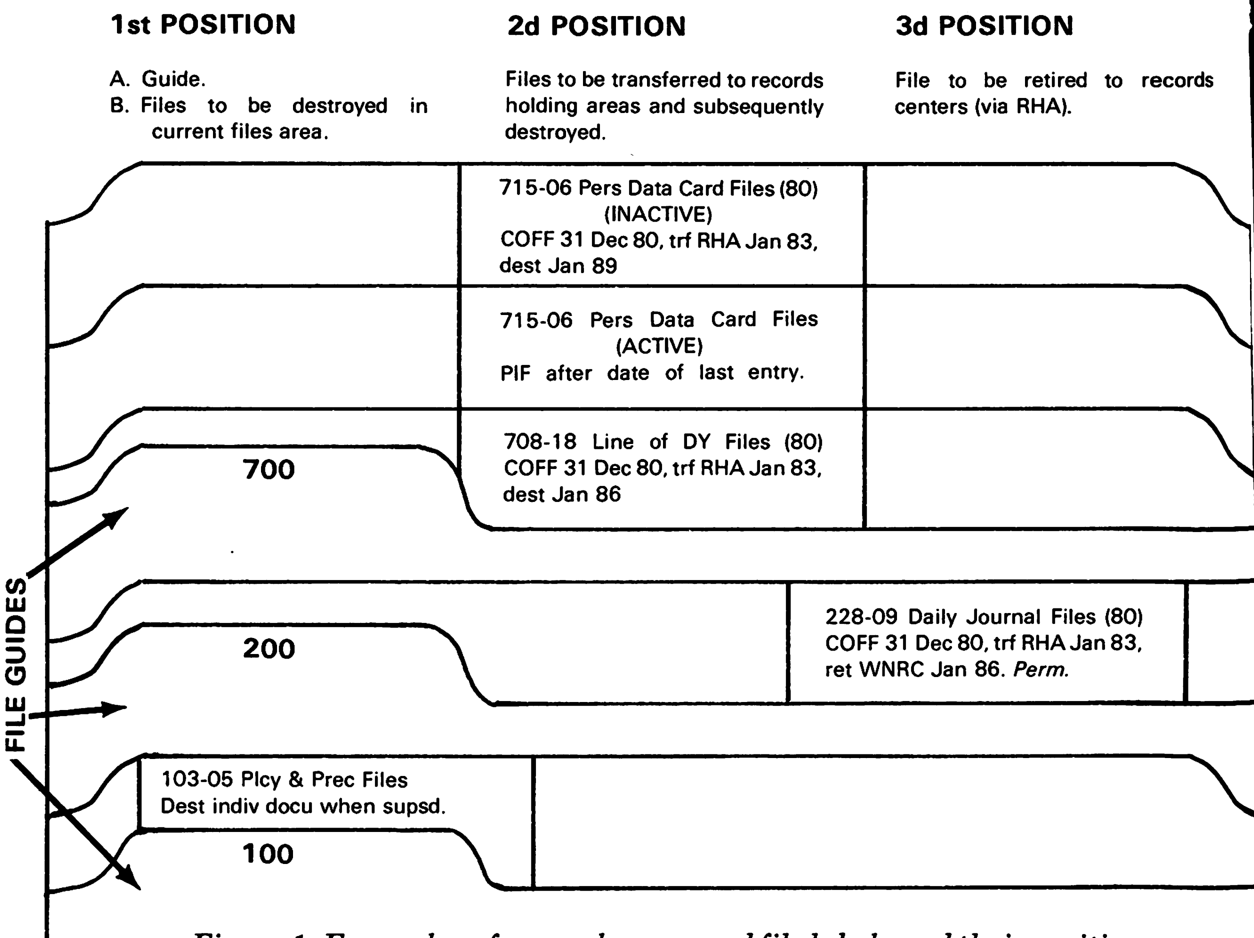


Figure 1. Examples of properly prepared file labels and their position on folder.

4. Purge each file folder of unnecessary materials. Remove and destroy all envelopes, routing slips, unused drafts, extra copies, and other unneeded papers. Also remove all paper clips. (A document consisting of more than one page should be stapled; prong fasteners may be used when warranted by volume (over 30 papers) or usage (see AR 340-2, para 7-3; or AR 340-18-1, para 4-8).)

5. Check each file folder to be sure it is not more than three-fourths of an inch thick. If a folder exceeds this thickness, determine a logical breaking point and see to it that a new file folder is prepared.

6. Check each file drawer to be sure it is not packed too tightly for easy reference. If a file is packed too tightly, check to determine whether or not any files can be transferred early to the Records Holding Area (RHA).

7. Review the numerical order of the files. Be sure file guides or dividers are inserted IAW AR 340-2, chap 7; or AR 340-18-1.

8. Check the label on the front of each file container or drawer. Be sure the label indicates the files contained in the drawer.

9. Finally, check to be sure the approved list of selected file numbers has been filed in the front of the file container or drawer IAW the file description of file number 101-24 (see AR 340-18-1, para 1-7; or AR 340-2, para 4-4).

NOTE: Figure 2 is a checklist you may use in reviewing the files.

		YES	NO
1.	Is a specific person assigned responsibility for the files?		
2.	Is a list of file numbers prepared for offices and activities?		
3.	Is the file number posted on papers at the time of filing?		
4.	Are standard file supplies (folders, labels, etc.) used?		
5.	Are folder label positions correct?		
6.	Are guide positions correct?		
7.	Are new file folders prepared when material exceeds ¾-inch capacity?		
8.	Are prong fasteners used only where authorized and required?		
9.	Have all eligible files been transferred to the records holding area?		
10.	Are there any files that could be transferred to the records holding area prematurely to provide more space for current files?		
11.	Have all files been retired that should be retired?		
12.	Are reference papers being filed in excess of actual needs?		
13.	Are file drawers used for supply publications, blank forms, personal items, or office supplies?		
14.	Are file drawers too tightly packed for easy reference?		
15.	Is the referense set of publications posted?		
16.	Are reference publications maintained on a need-to-know basis?		
17.	Are only current Army regulations maintained?		
18.	Is a chargeout system in effect?		
19.	Are the disposition instructions correctly affixed to folder labels?		
20.	Is the files plan current?		
21.	Is the functional files system used for all files (except TOP SECRET)?		
22.	Is nonstandard files equipment on hand? If so, was it processed properly for authorization?		
23.	Is copying equipment on hand? If so, was it processed properly for authorization?		
24.	Is the front of each file drawer labeled to reflect the files contained therein?		
25.	Does the layout of the files room permit the main workflow to follow a straight line, with a minimum of travel, backtracking, and cross-movement?		

Figure 2. Files checklist.

REFERENCES:

AR 310-50, Authorized Abbreviations and Brevity Codes, Nov 75
AR 340-2, Maintenance and Disposition of Records in TOE Units of the Active Army and Army Reserve, Nov 77
AR 340-18-1, The Army Functional Files System: General Provisions, Aug 69

TASK NUMBER: 121-030-9010

DISPOSE OF FILES

CONDITIONS:

Given access to AR 340-2 or AR 340-18-1 (whichever applies to your unit), the unit current file area (CFA), the unit's administrative SOP, blank forms (SF 135 and 135A), standard fiberboard boxes (15 inches by 12 inches by 10 inches), gummed tape (3 inches wide), and standard office supplies.

STANDARDS:

Dispose of files IAW AR 340-2 or AR 340-18-1, whichever applies to your unit. Specifically:

1. Retain in the current files area (CFA) those files whose required retention periods have not expired.

2. Destroy those files whose required retention periods have expired.

3. Transfer to the Records Holding Area (RHA) those files whose transfer dates have been reached.

4. Prepare a Standard Form 135 and continuation sheet (SF 135A), if required, for the files being transferred.

5. Pack the files for transfer/shipment to the RHA, using the shipping containers and supplies required by the applicable regulation.

TRAINING NOTE:

Files must be reviewed at the end of the calendar or fiscal year. They must be disposed of IAW instructions on the file labels. See task: **Review the Unit/Section Functional Files.**

PERFORMANCE MEASURES:

1. Files in the CFA are separated into three categories:

a. Files to be retained in the CFA. These files are labeled in the left position. Material in these folders will be destroyed or turned in for salvage at the times indicated on the labels.

b. Files to be transferred. These are files labeled in the center and right positions. Material in these folders must be processed for transfer or retirement at the times specified on the labels.

2. Prepare Standard Form 135 (Records and Transmittal Receipt) for files identified in paragraph 16 IAW AR 340-2, para 9-2; or AR 340-18-1, para 5-10. When the list of documents being submitted to the RHA is longer than one page, prepare a continuation sheet (SF 135A).

3. Obtain approval of the SF 135 from the next higher headquarters having a Records Management Officer.

4. Pack files for transfer to the RHA IAW AR 340-2, para 9-6; or AR 340-18-1, para 5-24.

NOTE: Do *not* attempt to pack and ship files without referring to the applicable regulation.

5. Transfer the files identified in paragraph 16 IAW AR 340-2, para 9-1; or AR 340-18-1, para 5-9.

6. When your copy of the SF 135 is returned from the RHA, file it in the CFA housekeeping files.

REFERENCES:

AR 340-2, Maintenance and Disposition of Records in TOE Units of the Active Army and the Army Reserve, Nov 77
AR 340-18-1, The Army Functional Files System: General Provisions, Aug 69

TASK NUMBER: 071-332-5111

REVIEW ENLISTED/SENIOR ENLISTED EFFICIENCY REPORTS

CONDITIONS:

Given a completed EER or SEER, DA Pamphlet 623-1, and access to AR 600-200.

STANDARDS:

The appropriate form must be completed in accordance with DA Pamphlet 623-1, so that, as a minimum:

1. The correct form is used to evaluate the individual within the appropriate rated period.

2. Personal data are correct.

3. The form is accurately and neatly marked with a No. 2 pencil and the appropriate black-ink entries are made.

4. Numerical evaluations of the individual are consistent with narrative comments.

5. The rater and indorser are the individuals identified by a published rating scheme.

6. High or low ratings are justified.

7. In the case of an adverse report, the indorser counsels the soldier and advises him of his right to appeal and where he can obtain information on appeals.

TRAINING NOTE:

1. The EER and SEER are a permanent part of the soldier's official military personnel file. Efficiency reports are designed to evaluate a soldier's performance and his potential for advancement. They serve to help manage his career and also indicate how the soldier stacks up with his peers. These uses make the efficiency report an important document both to the individual and to the Army. As a result, it is critical that, above all, efficiency reports be fair, accurate, objective, and free from outside influence.

2. In the Skill Level 2 Soldier's Manual, the task of preparing the rater's section of the EER is explained. In Skill Level 4, the tasks of preparing the indorser's section of the EER and preparing the rater's section of the SEER are added. As a first sergeant and the senior enlisted soldier of the company, you may well be expected by the company commander to review all EERs and SEERs that leave the company either before or after his signature. You will review each report in the sense of checking for correctness, completeness, and format, and as a double check to insure that the report is a fair and accurate evaluation of the soldier. Your experience and knowledge of the soldiers in the company will be invaluable tools.

PERFORMANCE MEASURES:

1. Prior to reviewing a report:

a. Double check to see that each rater and indorser had a copy of DA Pam 623-1 prior to preparing his report.

b. Insure that each soldier is rated and indorsed by the correct individuals from a current published and posted rating scheme.

c. Know that DA Pam 623-1 and AR 600-200, chapter 8, are the basic references for efficiency reports.

2. Enlisted rating scheme and closing dates.

a. The EER is used to evaluate soldiers in grades E5 and below.

b. The SEER is used to evaluate grades E6 through E9.

c. The closing date for required annual reports is 12 months after the ending month of the last report, regardless of type of report (change of rater, special, annual, or complete the record). For example, if a soldier receives a change-of-rater report with an ending month of May, an annual report then will be required the following May. If 12 months have elapsed since the ending month of the last report, and if the required two/three rated months of rater qualifications criteria have not been met (e.g., extended patient or student status), the ending month of the report will be extended until minimum rating period/rater qualification is met. In this situation, the submission of an annual report in excess of 12 months is acceptable.

d. Annual reports will not be signed prior to the first day of the month following the ending month.

e. Complete-the-Record Reports.

(1) A service member would be eligible to receive a complete-the-record report based on the following provisions:

(a) Soldier is in the zone of consideration (primary or secondary) for DA Centralized Promotion Board or zone of consideration for school or CSM Selection Boards.

(b) Soldier must not have had a previous report for his/her current duty assignment.

(c) **Minimum rating period and rater qualification requirements are met as of the last day of the ending month established in the HQDA message which will precede the board that is to consider the rated soldier.**

(2) Since a complete-the-record report is an optional report, the absence of such a report from the official military personnel file (OMPF), at the time of the board's review, will not be a basis for request for standby reconsideration.

(3) To identify a DA Form 2166-5A as a complete-the-record report, mark "Other" in part I, item B, and type in "Comp the Rec." Complete-the-record reports will not be signed prior to the first day of the month following the ending month.

3. Remember that raters or indorsers who have been relieved for misconduct or inefficiency may **not** rate soldiers under their command or supervision at the time of relief. The qualifications for a rater and indorser in change of rater reports are the same as for the annual reports.

4. **Special efficiency reports** may be initiated at any time. However, the **rater and indorser** of both the EER and SEER must have been in the direct line of supervision for a minimum of **30 days.** To be a valid special efficiency report, the rated soldier's performance must be **amply justified by the narrative** as being notably outstanding or unsatisfactory. Special reports **must** be filled out when a soldier is **relieved for cause.** In all cases, the formal reviewer of a special report must be a **field grade** officer in the direct line of supervision.

5. A final point of general background in reviewing efficiency reports is that certain material cannot be referenced in the report by rater or indorser. **No reference** can be made to the rated soldier's performance as a member of a court-martial board or to his performance in defending an accused soldier. Further, **no reference** can be made to any punitive or administrative action or to any investigation unless that action or investigation has been **completed within the rated period.** Comments will **not be included** in an efficiency report concerning any action in which the rated soldier was found **not guilty** or if action has been set aside **on appeal.**

6. In physically checking the efficiency report form for discrepancies or errors, insure that the personal data section is accurate. The personal data section will be filled out by the military personnel office on initial and annual efficiency reports. This data **may also** be filled out by the military personnel office on a change-of-rater report. The unit will initiate the form, however, in a **special** report and will probably initiate it on a change-of-rater report. Check all personal data for accuracy, paying particular attention to insuring that the name is correct and entered both in part I, block A, and at the top of the second page. Insure that the social security number is both mark sensed correctly and written in the left-hand column of block C. Be sure to check AR 600-200 or DA Pam 623-1 for the correct procedure in determining the correct period of the report (block H) and the nonrated period (block I). Remember that on all reports except the initial

report or a report following a break in service of over 12 months, the **beginning date** is the month following the ending month of the last report. More explicit guidance is found in AR 600-200, chapter 8, para 8-13e. In computing the nonrated period, days are rounded to the nearest month. Sixteen or more days are considered a month. Nonduty days are discussed in both AR 600-200 and DA Pam 623-1. Remember that leave is counted as duty except when taken in conjunction with TDY or a move to a new permanent duty station.

7. In checking the EER/SEER form, you must insure that all necessary entries in the mark-sense blocks are made with a No. 2 pencil and are made neatly within the spaces provided. This prevents false readings from being recorded. Insure that the right-hand columns of blocks E through H in the SEER and blocks E through G in the EER have numerical scores and totals entered in black ink. Verify that the numbers are accurate, and insure that the numbers and computations in block H (EER) or block I (SEER) are correct.

8. Perhaps the most important task in reviewing an efficiency report is to insure that the numerical ratings and narrative comments are consistent. This is a difficult area to teach and requires common sense and judgment. Your experience as a senior NCO and your knowledge of the soldiers in your company will largely determine your ability to balance the numbers with the narrative description. Obviously, an individual who is rated low in physical fitness, responsibility, and advancement potential should not be rated as having first sergeant potential and described as being an outstanding infantry NCO.

9. Rater and indorser evaluations should not show a wide disparity. If a big difference in the two evaluations exists, then perhaps this is an indication of personal conflicts or a rating scheme that is too far removed from regular contact to be most efficient. Wide disparities should be brought to the attention of the company commander and/or to the individuals concerned. Obvious errors or discrepancies should be corrected prior to the report being submitted.

10. Finally, as the senior enlisted soldier of the company, you must be able to recognize an adverse efficiency report, insure that it is intended to be adverse, and, as appropriate, counsel the rated soldier on the procedures for appeal. A report is considered adverse if a soldier receives either of the following ratings in part II by either rater or indorser:

a. A "NO" on item D.

b. A "NEEDS IMPROVEMENT" on item E.

c. A "DEMONSTRATES SHORTCOMINGS (MAJOR)" on item F.

d. A "NOT PROMOTE" or "DENY CONTINUED ACTIVE DUTY" on item G.

11. Paragraph 8-13 of AR 600-200 covers in depth the procedures for appealing an adverse report. It is critical for the soldier to know that an appeal must originate with the rated soldier. He must understand that substantial evidence must be presented to support the allegation of an injustice or administrative error. The simple statement or claim of injustice is not sufficient evidence for an appeal.

REFERENCES:

AR 600-200, Enlisted Personnel Management System, Mar 65, C1-59 and Interim C101 (chap 8, page 8-1, para 8-1 thru 8-13)
DA Pam 623-1, Preparation of Enlisted Evaluation Reports, Jul 77

TASK NUMBER: 071-332-5096

PREPARE TRAINING GUIDANCE

CONDITIONS:

Given the requirement to prepare performance-oriented training guidance for your commander or supervisor.

STANDARDS:

Training guidance, formulated for the approval of the commander, will consist of the following elements:

1. The commander's performance-oriented training objective with task, conditions, and standards.

2. To whom the class will be given.

3. The date and time of the training.

4. The place where the training will be conducted.

5. The reasons why the training is needed.

6. If significant, additional resources which have been obtained or coordinated for or which must be obtained or coordinated for.

PERFORMANCE MEASURES:

1. Your job as a trainer at company or battalion level begins with the commander's guidance. The commander may issue his training guidance in two ways:

a. Vaguely stated guidance to conduct formal training in a given subject.

b. One or more specific objectives, including to whom the training will be given, the location and time of training, the reason for the training, and resources available to the trainers.

2. How to prepare training guidance when vague guidance is given:

a. Your commander or the S2/S3 might give you guidance that is incomplete or vague in terms of his training objective or the essential information such as who, what, when, where, and why. For example:

"I want you to conduct training for the NCOs in how to request and adjust indirect fire. The class is scheduled for the afternoon of 25 September. Let me know if there is anything you need."

b. This is the time to perform a hasty analysis of this guidance and ask some questions which will help both of you zero in on what the **desired result of the training** is. The relevant questions are tied to the **three-step backward planning sequence** that you learned as an E6 as part of the task: **Prepare and Conduct a Performance-Oriented Training Session.** The first step is to **describe the desired results of the training.** To determine what the commander desires the soldier to do at the completion of training, as a minimum, ask the following questions:

(1) What specific training objective do you want accomplished?

(a) The training objective should include the **task** that the soldiers must be able to perform.

(b) The **conditions** under which the soldiers must perform the task.

(c) The training **standards** which specify the proficiency the soldiers must attain.

(2) To whom will the training be given? (For example, 13 squad leaders.)

(3) When will the training take place? (For example, 1300-1700 hours, 25 September, 3 weeks from today.)

(4) Where will the training take place? (For example, Training Area K.)

(5) Why did the commander decide to conduct the training? What were his reasons for his decision?

(6) What resources have been obtained or coordinated for by the commander?

3. How to prepare training guidance when specific training objectives are given:

a. The **commander's training objective** is written with a **task, conditions,** and **standards** that address the action to be performed, the conditions under which the action will be performed, to include the necessary tools and equipment provided, and the minimum acceptable level of performance stated in measurable terms.

b. It will also include:

(1) **To whom** the class will be given.

(2) The **date and time** the training is to be conducted.

(3) **Where** the training will be conducted.

(4) The **reasons** why the commander decided that the training was needed.

(5) **Additional resources** which have been obtained or coordinated for by the commander.

c. If you receive complete and specific training guidance, your task at whatever level will be greatly simplified. An example of specific commander's guidance in a formal written format is shown in figure 1. Note the specific elements which this company commander has addressed.

The Commander's Training Objective

TASK: Each squad leader will request and adjust 81-mm mortar fire.

CONDITIONS: As a ground observer, given a 1:50,000 map, a lensatic compass, binoculars, a radio, and a designated, observable area target (targets may vary in range from 1,500 to 4,000 meters), using the grid coordinates method of TGT LOC and the bracketing method of adjustment.

STANDARDS: The initial request for fire must be made within 3 minutes after the target has been designated. Adjustments must be made within 30 seconds after the round impacts. Observer must achieve effect on target within 5 adjustments. (Note: Normally, an 81-mm mortar round must impact within 50 meters of a target to achieve effect on target.)

WHO: Best estimate of number of soldiers to be trained — 13 squad leaders.

WHEN: 1300-1700 hours, 25 September (3 weeks from now).

WHERE: Training Area K.

REASONS FOR TRAINING: During the platoon test, most of the squad leaders were unable to correctly call for and adjust indirect fire. Those who were able to correctly call for and adjust indirect fire were too slow.

**Additional Resources Obtained
or Coordinated for by the Commander**

Equipment: Fifteen 1:50,000 maps of Training Area K (furnished by battalion S2).

Ammunition: 100 rounds 81-mm HE.

TRANSPORTATION: Two 2½ ton trucks (from battalion S4 section).

Assistant Trainers: SGT Baker, SGT Evans, and SGT Holden from the FIST section of the company. The 81-mm mortar platoon leader (LT Smith) will be the safety officer.

Coordinating Instructions: Pick up maps from battalion S2; coordinate with LT Smith, the mortar platoon leader, for mortar support requirements; tell the battalion S4 when and where you want the transportation; check with range control prior to conducting live fire of 81-mm mortars; have the company training NCO obtain a puffboard from the training aids center; and see the company commo NCO for radio requirements.

Figure 1. Specific commander's training guidance.

NOTE: Figure 1 is expressed in this formal written form for instructional purposes. It need not be written at all, but the basic elements are necessary to give thorough guidance, to simplify the trainer's task, and to enhance the end product.

d. Should the commander or the S2/S3 provide you with the specific training guidance as illustrated in figure 1, your later tasks of developing a training program, preparing and conducting training, and evaluating training is greatly simplified. With specific training guidance such as that in figure 1, your next step would be to analyze the training objective to determine the intermediate training objectives or the necessary steps to accomplish the commander's stated end.

4. The idea is to avoid wasting time and effort in preparing a training program without a clear idea of the result of the training and the scope of the mission. If, after asking the commander these questions, you still lack the information to produce specific training guidance such as shown in figure 1, then you must **develop** the **specific objectives** and **other information yourself.** If this is necessary, then FM 21-6 provides a good background in the mechanics of preparing training objectives. Soldier's Manuals, ARTEPs, the relevant field manuals, and training circulars will provide additional background to determine the specific conditions and standards and the necessary intermediate objectives.

TRAINING TIPS:

1. If you must prepare training guidance, remember that the first step is to determine exactly what you expect the soldier to be able to do at the completion of training. As you prepare the training objectives, show them to the commander. He can then evaluate each training objective and make any necessary changes. This also serves to give him an idea of the resources needed to conduct the training.

2. Once this training guidance has been developed with the thoroughness shown in the example of figure 1, you can continue to prepare your training program. Whether you are preparing training guidance for a battalion or a company, or for individuals or units, the elements and procedures to prepare this guidance are the same. The only difference will be in the complexity of the tasks or the broader nature of the tasks. It is obvious that where a battalion or brigade may be interested in individuals acquiring land navigation skills, the squad leader conducting training is interested in each of the component skills or intermediate objectives at the most basic level.

REFERENCES:

FM 21-6, How to Prepare and Conduct Military Training, Nov 75 (chap 5, pages 32 thru 35)

TASK NUMBER: 071-332-5097

DEVELOP A TRAINING PROGRAM

CONDITIONS:

Given commander's planning guidance, an ARTEP and Soldier's Manual applicable to the unit, FM 21-6, TC 21-5-1, training aids, devices, facilities, and training areas.

STANDARDS:

With the resources specified in the commander's training guidance, the training program must be prepared to accomplish ARTEP mission.

PERFORMANCE MEASURES:

1. Once you have received planning guidance, you must **develop a training program.** This task is one of the most critical duties in the Army, but it is simpler than it may seem. If we break the procedure down to the components and develop one step at a time, the process can be handled with ease. The problem lies not with the process but with the standard of quality of the finished product. The process or procedure in preparing training is simple, but it may easily be used to serve only the appearance of effective training. The determining factor will be your ability to analyze what training is needed to accomplish the mission and what training you can conduct with the available resources. This is a highly subjective area and will call into play all of your experience and expertise. We cannot afford to waste training time and assets so we must focus on the critical skills necessary to accomplish the mission.

2. At company level, planning guidance will more closely approximate the training guidance shown as an example in figure 1 of the task: **Prepare Training Guidance.** At battalion level, in preparing a more comprehensive training program, you may receive planning guidance as a mission type order. Once you have analyzed the commander's planning guidance, you must break it down to the intermediate training objectives. The relevant ARTEP and Soldier's Manuals must be used in this process. You must also analyze the **level of proficiency** of the soldier who will be trained. Once we know what current level of proficiency exists, we can eliminate some subjects or at least minimize training time where proficiency already exists and add or increase training time in weak areas. Determining the current skill level is a highly subjective area, but tools exist which will simplify the task. Some data sources and techniques which will indicate current skill level are:

a. The commander's evaluation of the current level of proficiency of the soldiers to be trained with respect to his training objective (i.e., the commander's reasons for assigning you the training objective).

b. Discussions with unit leaders and other trainers.

c. Previous, related training.

d. Individual test results: Skill Qualification Test (SQT), Expert Infantryman Badge (EIB), or Expert Medical Badge (EMB) test results.

e. Unit test results: ARTEPs and crew tests (mortar crew, TOW crew, etc.).

f. Personnel records.

g. Weapons qualification records.

h. Unit training records and training after-action reports.

i. Diagnostic tests (your own tests based on your training objectives on random samples of the soldiers to be trained).

3. Once you have assessed the level of proficiency in relation to your training objectives, you will be able to **determine the gap between the desired level of performance and the current level of performance.** When this is done, you can more efficiently **determine the training that is needed** to achieve the performance objectives established previously. This step in developing a training program represents **an ideal.** At this stage, training needs for all the training you would like to conduct have been identified.

4. You must now **analyze the available training resources.** The available resources will be weighed against the previously determined training that is needed. Recognizing that resources are always less than ideal, especially in terms of time to train and the availability of troops, you must carefully assess available resources. Resources which are used to support training are categorized as:

a. **Human Resources.** These include the soldiers available for training and those available to help plan, conduct and evaluate training. Individuals with skills which may impact on training should be identified for possible use as instructors or assistant instructors. This includes school-trained personnel in relevant skills and specialties.

b. **Physical Resources.** These include the equipment, buildings, and training areas available for use. Equipment with limited availability varies from limited range facilities to helicopters and must be carefully planned for.

c. **Financial Resources.** Funding limitations will impact on unit level training and may well curtail the use of expensive ammunition or new equipment.

d. **Time.** This is the most critical of all training resources and imposes the greatest restrictions on developing a training program. The available time for instructional preparation and for learning, practice, and execution of tasks must be identified. Only then can the trainer or training manager determine which performance objectives he can accomplish.

5. Expecting an individual or unit to accomplish too much with too little available time is a common failing. You must **balance** carefully your **available resources** against the **training needed to determine the training to be conducted.** Here again, your experience and military knowledge must be brought to bear to **establish training priorities.** List the training objectives in their order of importance based on their impact on mission accomplishment. Guidance from higher headquarters and your professional judgment will enable you to effectively rank order these objectives. Use of the Soldier's Manuals and ARTEPs will assist in determining mission-essential tasks. Once you have established the relative importance of these tasks, **estimate the training resources required** to meet each performance objective. You can then **allocate the available training resources** based on your established priorities. At this point, you will have exhausted the available resources and have arrived at the training that you intend to conduct.

6. Consider, in allocating resources, that time is probably the most critical resource. If time is too short to conduct essential training, consider:

a. Reducing the time expended in explaining the purpose of the training or basic background material. A useful tool to provide necessary background and save training time is the use of Training Extension Courses (TEC). TC 21-5-3, TEC Catalog, lists currently available TEC lessons.

b. Using more instructors, aids, devices, or equipment which will reduce the time needed for practice.

c. Return to the commander with your estimate, and request more time or training resources.

7. At this stage, you are ready to physically develop the training program by **programming and scheduling training.** The principal documents used to reflect this step include **training calendars, training forecasts** (master training schedules), **training circulars,** and **weekly training schedules.** This step must be done carefully to avoid wasting resources and causing hardships and problems for both trainers and soldiers who are being trained. The two broad concerns in programing training are:

a. **Determining when the required resources are available.** Some objectives depend on the availability of specific resources. For example, range firing depends on the availability of ammunition and ranges.

b. Insuring that the training progresses in a logical sequence from **the simple to the complex.** This facilitates learning. As a corollary, identify which training objectives are prerequisite to beginning training in others.

8. The availability of resources and the logical sequence of training based on relative complexity and interdependence of tasks will thus shape the final organization of your training program. You have proceeded step by step to develop a training program designed to train a unit in mission-essential tasks geared to the specific unit's needs. This program has been designed to make maximum use of available resources and is structured to provide a logical progression of knowledge and skill from the simple to the complex.

REFERENCES:

FM 21-6, How to Prepare and Conduct Military Training, Nov 75 (chap 3, pages 8 thru 25)

TASK NUMBER: 071-333-0003

REVIEW COMPANY MATERIEL READINESS REPORT (DA FORM 2406)

CONDITIONS:

Given a completed company Materiel Readiness Report (DA Form 2406), a copy of TM 38-750, and the current unit table of organization and equipment.

STANDARDS:

Identify and correct errors so that the DA Form 2406 will be correct IAW TM 38-750, paragraph 3-6.

PERFORMANCE MEASURES:

1. DA Form 2406, Materiel Readiness Report, is a vital part of the Army's system to determine the operational readiness of troop units. The form identifies the readiness status of equipment and the reason for shortfalls, and provides a basis for corrective actions. It is forwarded by the company to battalion where the company reports are consolidated. **DA requires** that this report be completed in three copies by each battalion or separate company in the Army as of 15 December, 15 March, 15 June, and 15 September of each year. The report covers the 3-month period ending on each of these dates. The company or battalion will probably have **local requirements** to submit the Form 2406 more often, perhaps on a daily basis and probably with more copies. The form covering a 3-month period is called an **accumulative 2406.** The term **accumulative report** also refers to one covering any period greater than one day. The report covering one day is called a **current status 2406.** A current status report must be more detailed in explaining equipment status and corrective actions. The 2406 thus becomes a useful tool for the unit commander to analyze maintenance problems within his unit.

2. When you review the company's accumulative 2406, the following are some common problem areas which you should check out:

a. Check the **dates** in blocks 1 and 2. The period of report (from/to dates) and the date prepared should be **Julian dates.**

b. Is the **unit identification code** in block 6 correct? This number can be obtained from the battalion S1.

c. Is the correct **TOE number** listed in block 7? This can be obtained from the battalion S3.

d. Does the **utilization code** in block 9 agree with TM 38-750, appendix A, table 7?

e. Insure that items of equipment are listed on the form in **alphanumeric order** of their **ECCs** (equipment category code) and **line item numbers.**

(1) The requirement to list items in alphanumeric order means that **ILO** (issued in lieu of) items are not necessarily just beneath or above the items they replace.

(2) Remember that multiple model line items may require several entries. For example, most M151-series trucks have the same ECC and line number. However, if you have two or more different models (M151 and M151A1), you must have an authorized line (see figure 1, line 10) with the usual line reference number and two issued lines (see figure 1, line 10A and 10B). Note that model number (column c) is not entered in the authorized line and the number authorized (column e) is not filled out for the issued lines. The sum of the issued lines will equal the authorized line all the way across the form **unless** the unit is short one or more of the particular ECC line items. For example, you might be authorized 15 items of a specific ECC line item. If you have on hand 13 items of two different models, then only the authorized line should reflect the shortage.

f. Remember that the **possible days** of equipment availability (column g) should **equal** the **sum of available days** (column h) and **nonavailable days** (column i and j).

g. Possible days of availability should also relate to the period of the report. The period of the report at figure 1 is from Julian date 9080 to 9171. The possible days for one item that has been on the property book for the entire period is 92 days. This can be computed just like leave. For example:

- 9171 (TO date)
- 9080 (FROM date)
91 + 1 = 92 Possible Days

The figure of 92 possible days should equate to all items on the property book for the entire report period. For example, 92 equates directly with line 1 (one item x 92 days = 92 possible days) and with line 10 (35 items x 92 days = 3220 possible days). It is possible that the number in column g will not equal the on hand column x the days in the report. When this occurs, an

MATERIEL READINESS REPORT

1. PERIOD OF REPORT FROM: 9080 TO: 9171
2. DATE PREPARED 9173
3. TYPE DATA ☐ ACCUMULATIVE ☐ CURRENT STATUS

REPORTS CONTROL SYMBOL CSGLD 1042 (R1)

4. TO: (Include ZIP Code) Commanding Officer, 743D (ARTY-INF-ARMOR-AD-ETC), Fort Blank, Texas 00000
5. FROM: (Include ZIP Code) 1st Bn (ARTY-INF-ARMOR-AD-ETC), Fort Blank, Texas 00000
6. UNIT IDENT CODE WBZ9AA
7. TOE NO. 99-99Z
8. ARSTRIKE ☐ YES ☐ NO
9. UTILIZATION CODE ON
10. PAGE NO. 1
10a. NO. OF PAGES 2

11.

	NOMENCLATURE			DENSITY		EQUIPMENT AVAILABILITY						SERVICEABILITY									
								NON-AVAILABLE DAYS							REASON FOR RED						
								ORG MAINT i		SUPPORT MAINT j											
NO. a	NOUN b	MODEL c	LINE NO. d	AUTH e	ON HAND f	POSSIBLE DAYS g	AVAILABLE DAYS h	S	M	S	M	GREEN k	AMBER l	RED m	ESC SCORE n	SHORTAGE o	TDY p	OBSOLETE q	INOPERABLE r	URGENT MWO s	PARTS t
1	GM SYS HAWK		BE 000000	1	1	92															
2	GUN, RECOILLESS, 120	M63	DD J97367		1	36	36														
3	GUN, RECOILLESS, 155	M64	DD J97504	4	2	182	122		40		20										
4	TANK, CBT FT	M60A1	FB V13100	2	1	117	97		12		8										
5	CARRIER, 107, MM, SP	M106A1	GB D10740	4	3	364	333		22		9										
6	CARRIER, PERSONNEL, FT		GL D12086	48	60	4488	4247	39	86		116										
6A	CARRIER, PERSONNEL, FT	M113	GL D12086		48	4368	4129	39	84		116										
6B	CARRIER, PERSONNEL, FT	M113A1	GL D12086		12	120	118		2												
7	CARRIER, C&R, ARMORED	M114	GP D11401	10	8	848	757		32		59										
8	CARRIER, CP. LT TRACK		GQ D11538	7																	
9	TRUCK AMB 1/4T		HA X38639	3		68	45		2		21										
10	TRUCK, UTILITY, 1/4T		HB X60833	37	35	3220	3044	7	62	16	91										
10A	TRUCK UTILITY, 1/4T	M151	HB X60833		29	2668	2517	7	54	16	74										
10B	TRUCK UTILITY, 1/4T	M151A1	HB X60833		6	552	527		8		17										
11	TRUCK, UTILITY, 1/4T	M151A1C	HB X61244		2	182	182														

USE ECC AND SIX ZEROS IF NO SB700-20 LIN

NO ITEM/S ON HAND AT END OF REPORT PERIOD; HOWEVER, ITEMS/S WERE ON HAND DURING PORTION OF REPORT PERIOD.

120MM ISSUED IN LIEU OF LIN J97504 (LINE 3)

NON-AVAILABLE-SUPPLY

NON-AVAILABLE-MAINTENANCE

DA FORM 1 JAN 64 2406

For use of this form, see TM 38-750; the proponent agency is office of the Deputy Chief of Staff for Logistics.

Figure 1. Accumulative report.

explanation should be made in the remarks column as to the date equipment was turned in or picked up. To verify their remarks, it will be necessary to check the property book. See the remarks block in figure 2 for an explanation as to the discrepancies in column g of lines 2, 3, and 4.

h. Note columns 11k through 11o and 11p through 11t require no entry. Column 11p has been deleted. These columns are used as a work area for computing Pacing Item/System Operationally Ready rates as prescribed in AR 220-1.

NOTE: Equipment serviceability criteria (ESC) are being replaced as separate publications by revised preventive maintenance checks and services (PMCS) contained in the equipment operator's manual. These revised checks and services will show which "before, during, and after" operation checks will affect equipment availability. Revised PMCS will eventually replace all ESCs. However, the ESC may be retained for local use as a guide for determining equipment availability until a revised PMCS containing the "equipment not ready" column is published.

12. NON-AVAILABLE STATUS - ITEMIZED

				DATE ADMITTED TO SHOP			
NOMENCLATURE a	REGISTRATION OR SERIAL NO. b	REASON NON-AVAILABLE (A - MODIFICATION, B - PARTS, C - MALFUNCTION, D - SUPPORT MAINT) c	DATE NON-AVAILABLE d	ORGANIZATION e	SUPPORT MAINT f	SUPPORT SHOP JOB OR RQN NO g	REMARKS OR PART NO h
CARRIER, M113	SJ10429	D	9162	9163	9166	620215	TRANSMISSION
CARRIER, M113	SJ10400	B	9167	9167		9167-0013	PUMP ROTARY 2910-379-4293
CARRIER, M114	375	D	9170	9170	9171	678405	TRACK ADJUSTER
TRK, 1/4T, M151	2E8934	B	9160	9160		9161-0015	REGULATOR 2920-335-4677
TRK, 1/4T, M151	2E9101	C	9171	9171			RADIO

13. REMARKS

Line 2. Item received 9135.
Line 3. Items received 9081.
Line 4. One item turned in 9105.

DATE | VERIFIED BY (Signature)

Figure 2. Reverse side 2406.

3. When preparing the **accumulative 2406**, TM 38-750 requires only that the front of the form and the remarks block and verifying signature on the reverse of the form be completed. You should be aware, however, that local practice will usually require that explanations of the reasons for shortcomings and the corrective actions taken be made on the reverse of the form as on a current status report.

MATERIEL READINESS REPORT

1. PERIOD OF REPORT FROM: 5105 TO: 1600	2. DATE PREPARED 5106	3. TYPE DATA ☐ ACCUMULATIVE ☒ CURRENT STATUS	REPORTS CONTROL SYMBOL CSGLD 1042 (R1)
4. TO: (Include ZIP Code) Commander 1st Bn, 21st Infantry Fort Benning, GA 31905	5. FROM: (Include ZIP Code) Commander A Company 1st Bn, 21st Infantry Fort Benning, GA 31905	6. UNIT IDENT CODE WABSAA	7. TOE NO. 7-18G
8. ARSTRIKE ☐ YES ☐ NO	9. UTILIZATION CODE ON	10. PAGE NO. 1	10a. NO. OF PAGES 1

11.	NOMENCLATURE			DENSITY		EQUIPMENT AVAILABILITY						SERVICEABILITY									
								NON-AVAILABLE DAYS							REASON FOR RED						
								ORG MAINT i		SUPPORT MAINT j											
NO. a	NOUN b	MODEL c	LINE NO. d	AUTH e	ON HAND f	POSSIBLE DAYS g	AVAILABLE DAYS h	S	M	S	M	GREEN k	AMBER l	RED m	ESC SCORE n	SHORTAGE o	TDY p	OBSOLETE q	INOPERABLE r	URGENT MWO s	PARTS t
1	TRK UTIL 1/4 Ton		HB X60833	4	5	5	3	1	1												
1a	TRK UTIL 1/4 Ton	M151	HB X60833		2	2	2														
1b	TRK UTIL 1/4 Ton	M151A1	HB X60833		3	3	1	1	1												
2	TRK UTIL 1/4 Ton	M151A1	HB X61244	2	2	2	1			1											
3	TRK CRGO 3/4 Ton		HD X39735	2	0																
* 4	TRK CRGO 1 1/4 Ton	M715	HF X39883	0	2	2	1	1													
5	TRK CRGO 2 1/2 Ton	M35A1	HG X40009	1	1	1	1														
6	STM	SB22/PT	JC U81707	1	0																

DA FORM 1 JAN 64 2406 — For use of this form, see TM 38-750; the proponent agency is office of the Deputy Chief of Staff for Logistics.

Figure 3. Current status report.

12. NON-AVAILABLE STATUS - ITEMIZED

	NOMENCLATURE a	REGISTRATION OR SERIAL NO. b	REASON NON-AVAILABLE (A - MODIFICATION, B - PARTS, C - MALFUNCTION, D - SUPPORT MAINT) c	DATE NON-AVAILABLE d	DATE ADMITTED TO SHOP: ORGANIZATION e	DATE ADMITTED TO SHOP: SUPPORT MAINT f	SUPPORT SHOP JOB OR RQN NO g	REMARKS OR PART NO h
1b	TRK UTIL M151A1	F26131	C	5102	5102			Batteries will not charge
1b	TRK UTIL M151A1	F72104	B	5102	5102		5102-G006	Universal Joint 1162-00-219-2151
2	TRK UTIL M151A1C	F56321	D	5097	5097	5098	C17245	Control Differential 2691-00-721-6891
4	TRK CRGO M715	H69174	A	5072	5072	5073	C08912	Steering column reinforcement 9-2320-218-30/4

13. REMARKS
* Line item #4 ILO for line item #3

DATE	VERIFIED BY (Signature)
5105	L. M. READY, CPT, IN, COMMANDING

Figure 3. Continued (Reverse side DA 2406).

4. The **current status report** is filled out for one day (figure 3). The front of the 2406 is filled out exactly as with an accumulative report except in the FROM and TO date block. In the **current status report** the FROM date is still a Julian date but the TO entry is the ending hour of the day. The reverse of the DA Form 2406 is used to account for all nonavailable time for reasons other than shortages.

5. In reviewing the reverse side (Block 12) of the current status report, you must remember that entries in this block are used to reconcile current equipment status between supply and maintenance at all levels. This block provides for entries relating only to a specific item of equipment in a nonavailable status as of the report date in block 1. It is identified to the equipment's last entry of the report by inserting the line sequence number in the left margin of this block. Columns are prepared as follows:

a. Column a. Nomenclature. Enter the noun nomenclature and model of the items listed as unavailable.

b. Column b. Serial number. Enter the serial number. For floating equipment, enter the Department of Army Hull Number.

c. Column c. Reason nonavailable. Enter the appropriate code describing the reason for nonavailability, as listed in column heading.

(1) Modification. Equipment nonavailable when awaiting application or while in the process of application of an Urgent or Limited Urgent DAMWO.

(2) Parts. Equipment nonavailable when the organization is awaiting receipt of repair parts which are on request/requisition to the appropriate supply activity.

(3) Malfunction. Equipment is nonavailable due to an as yet undetermined cause.

(4) Support Maintenance. Equipment is nonavailable because it is NOR and is under the control of a support maintenance activity. This includes items being repaired by the contact team.

d. Column d. Date nonavailable. Enter the Julian date the item became nonavailable.

e. Column e. Organization. Enter the Julian date the item entered organizational maintenance.

f. Column f. Support Maintenance. Enter the Julian date the item was accepted in support maintenance.

g. Column g. Support shop job or requisition number. Enter the document number if the item is awaiting parts at organizational level. Enter the locally assigned support maintenance request number when equipment is at support maintenance.

h. Column h. Remarks or part number. Enter the NSN or part number, if applicable, and the abbreviated name of the part, component, or subsystem being repaired or replaced. If item is not available because of DAMWO, enter the DAMWO number.

6. Block 13. Remarks. Use as appropriate to amplify or explain any entries on the form. Date/Verified by (Signature). Enter the date that the report is signed and signature of the commander responsible for preparation of the report.

7. Note that it is possible for some vehicles to be listed as **part** of a **communication system**. In a mechanized battalion, this would occur with a teletypewriter, for example. Should this situation occur, the general guidance is based on the item being listed in TM 38-750, appendix C, section III. If a communication item is listed in that reference, and if the item is **authorized** or **on hand** in the unit, then the 2406 line entry will show the vehicle on which this equipment is mounted as a part of the communication system.

REFERENCES:

TM 38-750, The Army Maintenance Management System (TAMMS), May 78, C1, 2 (chap 3, pages 3-14 thru 3-21, figures 3-8 and 3-9)

TASK NUMBER: 301-336-5111

MAINTAIN A SAFE OR CABINET SECURITY RECORD (DA FORM 672)

CONDITIONS:

As the intelligence sergeant, given a requirement to maintain classified material, authorized storage container(s), DA Form(s) 672, and access to AR 380-5.

STANDARDS:

The safe or cabinet security record (DA Form 672) must identify the container, show its location, and indicate each time the container is unlocked, locked, or checked during the period of time covered by the form.

PERFORMANCE MEASURES:

1. DA Form 672, safe and cabinet security record, must be conspicuously posted on the outside of each container used to store classified material. AR 380-5 states, "The tops of security containers will be kept free of all extraneous matter"; however, most major commands encourage the posting of DA Form 672 on the top of the container. This insures that anything that has been inadvertently placed on top of the container will have to be removed in order to make entries on the form.

2. The **heading** of the DA Form 672 must include, as a minimum, the following information:

a. **Identification of the container:** This identification may be an assigned number or a name (e.g., "company safe, A Co, 1st Bn, 76 Inf"), or both, as shown in figure 1.

SAFE OR CABINET SECURITY RECORD (AR 380-5)	MONTHS AND YEAR Jan/Feb 76
SAFE OR CABINET IDENTIFICATION Safe #2, S2, 1st Bn, 76th Inf	SECURITY AREA
LOCATION Room 7, Bldg 68, 1st Bn, 76th Inf, Fort Gillum, NY 00000	DOUBLE CHECK AREA NUMBER

Figure 1.

b. **The location of the container:** The location should, when practical, include the room number, building number, unit responsible for the container, and the name of the camp, base, or station. In a field environment, the grid coordinates and mapsheet identification may be all that is required.

c. **The month and year:** These dates are filled in as they are reflected in the date column.

3. The checklist portion of the form has four major columns. When an individual places his initials on the form, he certifies that he has complied with the instruction paragraph (shown in figure 2).

AS INDICATED BY MY INITIALS BELOW, I HAVE UNLOCKED, LOCKED OR CHECKED THE ABOVE IDENTIFIED CONTAINER ON DATE AND TIME NOTED. IN LOCKING OR CHECKING THIS CONTAINER, I HAVE ASCERTAINED THAT ALL DRAWERS (or doors) HAVE BEEN CLOSED, AND, WHEN APPLICABLE, THAT THE LOCKING BUTTON IS IN LOCKED POSITION, AND THAT I HAVE ROTATED THE DIAL AT LEAST FOUR TIMES IN THE SAME DIRECTION.

JAN DATE	UNLOCKED BY		LOCKED BY		CHECKED BY		DATE	UNLOCKED BY		LOCKED BY		CHECKED BY	
	TIME	INITIALS	TIME	INITIALS	TIME	INITIALS		TIME	INITIALS	TIME	INITIALS	TIME	INITIALS
29	0800	SS	1700	SS	1700	ROU							
30	0800	ROU	1700	ROU	1700	SS							
31	0800	ROU	1700	ROU	1700	SS							
FEB 1	1300	SS	1700	SS	1700	ROU							
2	1030	ROU	1700	ROU	1700	SS							
5	0800	SS	1700	SS	1700	ROU							
6					1700	ROU							
7	0800	SS	1700	SS	1700	ROU							
8					1700	ROU							
9					1700	ROU							
12	0800	SS	1700	SS	1700	ROU							

DA FORM 1 NOV 62 672 REPLACES DA FORM 672, 1 DEC 61, EXISTING SUPPLIES OF WHICH WILL BE ISSUED AND USED UNTIL 1 DEC 62, UNLESS SOONER EXHAUSTED.

Figure 2.

a. The first column, **DATE**, requires the day of the appropriate month. The name of the month need not be entered in each block if it has been entered on the first date of that particular month.

b. The **UNLOCKED BY** and **LOCKED BY** columns are filled in only by authorized personnel. The person who locks the container is responsible for insuring that the container is checked by some other person.

c. The **CHECKED BY** column must be filled in each normal working day regardless of whether or not the container was unlocked. The person checking the container cannot be the one who locked the container.

4. Reversible "OPEN-CLOSED" signs are available through normal supply channels. This sign will be used on each container. The person unlocking the container will insure that the OPEN side is visible, and the person locking it will turn the sign so that the CLOSED side is visible.

REFERENCES:

AR 380-5, Security, Department of the Army Supplement to DOD 5200.1-R (DODISPR), Jul 74, C1, 2 (chap 2, pages 2-9 and 2-10, para 2-19)

TASK NUMBER: 071-332-5202

SAFEGUARD/ACCOUNT FOR CLASSIFIED MATERIAL/DOCUMENTS

CONDITIONS:

As classified document custodian or alternate custodian, given copies of local security directives regarding: storage, receipt, and transfer of classified material/documents; a copy of AR 380-5 and a copy of DOD 5200.1-R.

STANDARDS:

1. Insure that storage containers, vaults, alarm systems, and/or associated security devices meet the requirements established by the General Services Administration (GSA), in addition to the specifications outlined in AR 380-5 and DOD 5200.1-R.

2. Accounting for classified material/documents will consist of:

a. Verification of location or disposition of all classified documents.

b. Maintaining an accountability register (DA Form 3964) for Secret and Top Secret documents/material.

c. Conducting an inventory of classified material/documents annually and as often as circumstances warrant.

3. Receipt/transfer of classified materials/documents will be accomplished IAW performance measures below.

PERFORMANCE MEASURES:

1. Custodians of classified material are responsible for protecting and accounting for this material at all times. In addition, he is responsible for locking classified material in appropriate security equipment whenever it is not in use or under the direct supervision of authorized persons. Custodians

must follow procedures which insure that unauthorized persons do not gain access to classified information or material by sight or sound or other means. They must develop training and controls so that classified information is not discussed with, or in the presence of, unauthorized persons.

2. Classified information may be used, held, or stored only where facilities and conditions exist to prevent unauthorized persons from gaining access to the information. The exact nature of security requirements will depend on an evaluation of local conditions and circumstances. Security requirements must permit necessary access to classified information while still providing a reasonable degree of security with a minimum of calculated risk.

3. Whenever classified material is not under the general control and observation of an authorized person, it will be guarded or stored in a locked security container, as prescribed below:

a. Top Secret: Top Secret material may be stored in one of the following: safes, files, or vaults.

(1) A safe or safe-type steel file container having a three-position dial-type combination lock. This lock must be of a type approved by the General Services Administration (GSA).

(2) A Class A vault which meets the standards established by the Department of the Army.

(3) The safe, file, or vault used above must be secured in an area equipped with an alarming device. The physical barrier must be adequate to prevent surreptitious removal of material, and observation when observation would result in the compromise of the material. This barrier must give evidence of attempted entry into the area or room. The alarm system must, as a minimum, provide immediate notice to a security force of attempted surreptitious forced entry.

b. Secret and Confidential: Secret and Confidential material may be stored as follows:

(1) In the manner authorized for Top Secret material.

(2) In a Class B vault, or a vault-type room, strong room, or secure storage room which meets the standards prescribed by the Department of the Army.

(3) In a steel filing cabinet having a built-in, GSA-approved three-position, dial-type combination lock.

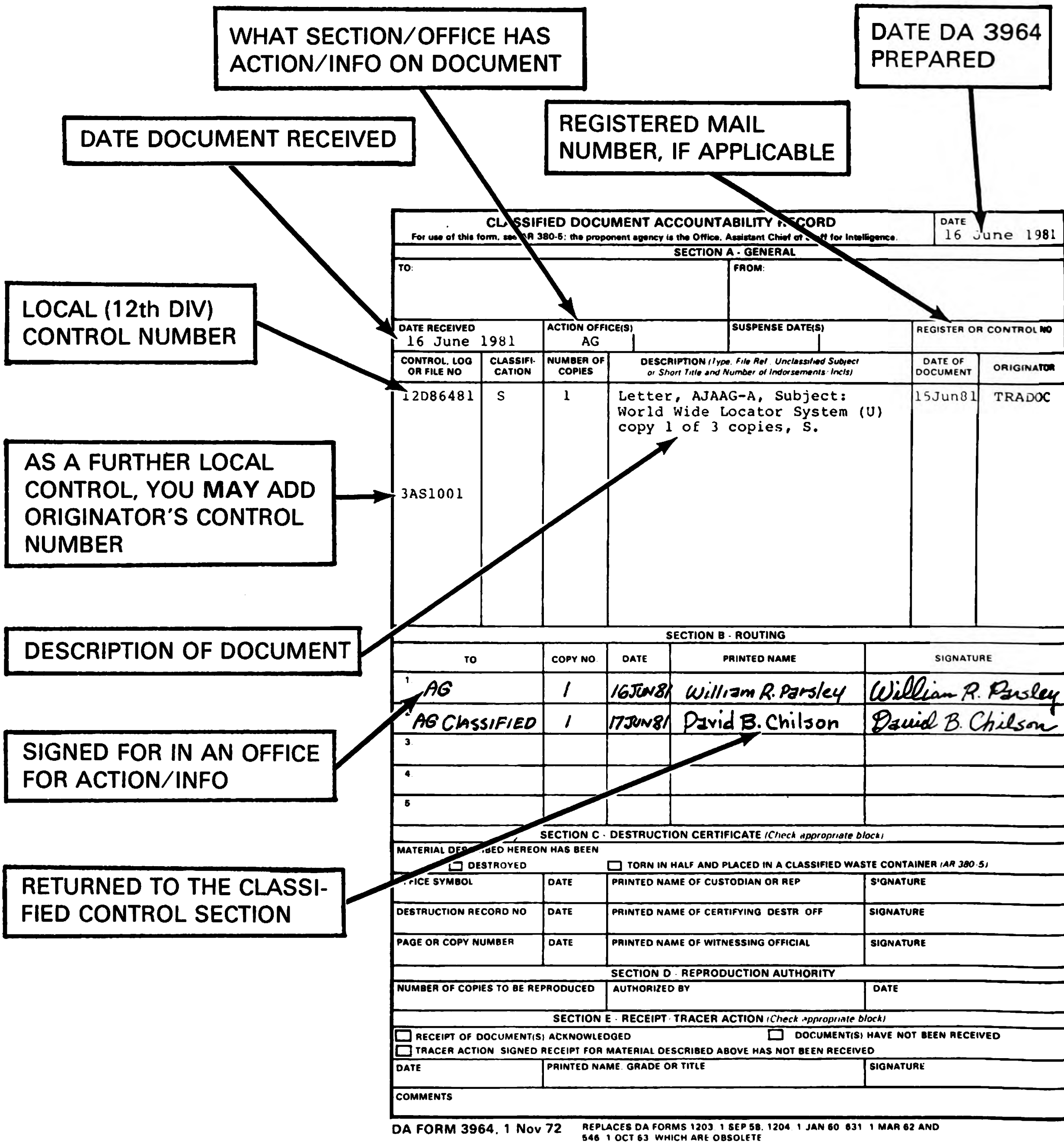
(4) As a last resort, in a steel filing cabinet equipped with a steel lock bar. The bar must be secured by a GSA-approved changeable combination padlock.

4. As custodian, you are responsible for accounting for all classified material/documents in your possession or in the possession of authorized persons in your unit, office, or staff section. A register must be maintained on all Top Secret and Secret documents/material. The use of a register for Confidential material is at the discretion of the custodian.

NOTE: Top Secret documents are controlled and maintained by a Top Secret control officer. This officer must be appointed by written orders. It is his responsibility to maintain a Top Secret document register on DA Form 3964. The Top Secret control officer handles all actions pertaining to Top Secret information. Therefore, as custodian, it is possible, but not likely, that you will ever have 100% responsibility for Top Secret material other than those responsibilities delegated to you by the control officer. AR 380-5, paragraph 2-34, specifies the accountability requirements for Top Secret documents. It is important, however, that you be aware that any responsibility given to you regarding the safeguarding and maintenance of classified material requires you to contribute a 100% effort to the overall protection effort.

5. Top Secret and Secret documents will be inventoried at least once annually on or about 1 April, or as often as the custodian may deem necessary. Documents will be physically checked or accounted for by examining written evidence of their disposition. For example, evidence of proper disposition includes the certificate of destruction and transfer receipt, etc. During this inventory, you should check the document against the information recorded in the register (DA Form 3964). You should specifically check the title, date, number of copies, number of pages, and originator of each document.

INTERNAL RECEIPT FROM YOUR CLASSIFIED CONTROL SECTION
TO AN OFFICE AND BACK TO THE CLASSIFIED CONTROL SECTION



CLASSIFIED DOCUMENT ACCOUNTABILITY RECORD
For use of this form, see AR 380-5; the proponent agency is the Office, Assistant Chief of Staff for Intelligence.
DATE 16 June 1981

SECTION A - GENERAL

TO: | FROM:

DATE RECEIVED	ACTION OFFICE(S)	SUSPENSE DATE(S)	REGISTER OR CONTROL NO
16 June 1981	AG		

CONTROL, LOG OR FILE NO	CLASSIFICATION	NUMBER OF COPIES	DESCRIPTION (Type, File Ref, Unclassified Subject or Short Title and Number of Indorsements Incls)	DATE OF DOCUMENT	ORIGINATOR
12D86481 3AS1001	S	1	Letter, AJAAG-A, Subject: World Wide Locator System (U) copy 1 of 3 copies, S.	15Jun81	TRADOC

SECTION B - ROUTING

	TO	COPY NO	DATE	PRINTED NAME	SIGNATURE
1	AG	1	16JUN81	William R. Parsley	William R. Parsley
2	AG CLASSIFIED	1	17JUN81	David B. Chilson	David B. Chilson
3					
4					
5					

SECTION C - DESTRUCTION CERTIFICATE (Check appropriate block)
MATERIAL DESCRIBED HEREON HAS BEEN
☐ DESTROYED ☐ TORN IN HALF AND PLACED IN A CLASSIFIED WASTE CONTAINER (AR 380-5)

OFFICE SYMBOL	DATE	PRINTED NAME OF CUSTODIAN OR REP	SIGNATURE
DESTRUCTION RECORD NO	DATE	PRINTED NAME OF CERTIFYING DESTR OFF	SIGNATURE
PAGE OR COPY NUMBER	DATE	PRINTED NAME OF WITNESSING OFFICIAL	SIGNATURE

SECTION D - REPRODUCTION AUTHORITY

NUMBER OF COPIES TO BE REPRODUCED	AUTHORIZED BY	DATE

SECTION E - RECEIPT TRACER ACTION (Check appropriate block)
☐ RECEIPT OF DOCUMENT(S) ACKNOWLEDGED ☐ DOCUMENT(S) HAVE NOT BEEN RECEIVED
☐ TRACER ACTION SIGNED RECEIPT FOR MATERIAL DESCRIBED ABOVE HAS NOT BEEN RECEIVED

DATE	PRINTED NAME, GRADE OR TITLE	SIGNATURE

COMMENTS

DA FORM 3964, 1 Nov 72 REPLACES DA FORMS 1203, 1 SEP 58, 1204, 1 JAN 60, 631, 1 MAR 62 AND 546, 1 OCT 63 WHICH ARE OBSOLETE

Figure 1.

6. DA Form 3964 (figure 1) may be used for receipting and transferring classified material/documents as described below:

a. Receipting: Upon receiving classified material/documents, determine if the accompanying DA Form 3964 describes the item. (Should you receive a classified message from the message center without a DA Form 3964, it is your responsibility to prepare one.) If the DA Form 3964 does not agree with the item, do not sign for it; instead, return it to the sender. If the DA Form 3964 accurately describes the document, you must complete section E of the form and return it to the sender. To bring the item under control, follow local procedures. It is important to "log in" the receipt of classified material/documents and to "log out" the transfer of such items. For this purpose, DA Form 3964 is also used.

b. Transfer: Procedures for transferring classified material/documents are different, depending on whether the transfer is permanently to another unit or within the organization, or temporarily to another office within the organization.

(1) Permanently within the organization: If the item is being transferred permanently, have the receiver sign for it in section E of DA Form 3964.

(2) Temporarily: If the item is being routed temporarily (see figure 1), enter the office name or symbol in the "TO" block in section B of DA Form 3964. Enter the copy number(s) from the document in the "COPY NO." block. Also enter the name of the person to whom the document is being sent in the "PRINTED NAME" block. In the "SIGNATURE" block, obtain the signature of the person receiving the document temporarily, and retain the signed DA Form 3964 in your files until the classified item is returned.

(3) Permanently to another unit/command:

(a) If a DA Form 3964 is not attached, then at least four copies must be prepared for receipt and tracer-action purposes. The following blocks of DA Form 3964 must be completed (see figure 2):

1. Date

2. To

3. Suspense (if any)

4. Central log or file number

5. Classification

6. Number of copies

7. Description

8. Date of document

9. Originator

PERMANENT RECEIPT YOU ARE SENDING
TO ANOTHER COMMAND

FULL ADDRESS OF COMMAND YOU ARE SENDING DOCUMENT(S) TO

YOUR COMPLETE RETURN ADDRESS

CURRENT DATE

YOUR (12th DIV) CONTROL NUMBER

CLASSIFIED DOCUMENT ACCOUNTABILITY RECORD
For use of this form, see AR 380-5; the proponent agency is the Office, Assistant Chief of Staff for Intelligence.

DATE
18 June 1981

SECTION A - GENERAL

TO:	FROM:
Commander HQS USAREUR & 7A ATTN: ODCSOPS-X APO NY 09403	Commander 12th Infantry Division ATTN: AAJAG-A Fort Jones, GA 30312

DATE RECEIVED	ACTION OFFICE(S)	SUSPENSE DATE(S)	REGISTER OR CONTROL NO.

CONTROL LOG OR FILE NO.	CLASSIFI-CATION	NUMBER OF COPIES	DESCRIPTION (Type, File Ref., Unclassified Subject or Short Title and Number of Indorsements/Incls)	DATE OF DOCUMENT	ORIGINATOR
12D86581	S	2	Operation Plan (OPLAN) No 6-3, Subject: Exercise Hill Climber (U) Copies 17 & 18 of 35 cys, S.	18Jun81	12th Div

DESCRIPTION OF DOCUMENT(S) BEING TRANSFERRED

DESTRUCTION RECORD NO.	DATE	PRINTED NAME OF CERTIFYING/DESTR OFF	SIGNATURE
PAGE OR COPY NUMBER	DATE	PRINTED NAME OF WITNESSING OFFICIAL	SIGNATURE

SECTION D - REPRODUCTION AUTHORITY

NUMBER OF COPIES TO BE REPRODUCED	AUTHORIZED BY	DATE

SECTION E - RECEIPT/TRACER ACTION (Check appropriate block)

☐ RECEIPT OF DOCUMENT(S) ACKNOWLEDGED ☐ DOCUMENT(S) HAVE NOT BEEN RECEIVED
☐ TRACER ACTION: SIGNED RECEIPT FOR MATERIAL DESCRIBED ABOVE HAS NOT BEEN RECEIVED

DATE	PRINTED NAME, GRADE OR TITLE	SIGNATURE

COMMENTS

DA FORM 3964, 1 Nov 72 REPLACES DA FORMS 1203, 1 SEP 58, 1204, 1 JAN 60, 631, 1 MAR 62 AND 546, 1 OCT 63, WHICH ARE OBSOLETE

INSURE MINIMUM OF TWO COPIES OF RECEIPT ACCOMPANYING DOCUMENTS. KEEP ONE COPY IN SUSPENSE AND, IF AFTER 10-14 DAYS YOU HAVE NOT RECEIVED YOUR PERMANENT RECEIPT, INITIATE TRACER ACTION IMMEDIATELY.

FURTHER INSURE DOCUMENTS/RECEIPT ARE PROPERLY WRAPPED AND ADDRESSED PRIOR TO SENDING VIA REGISTERED MAIL.

Figure 2.

(b) After completing the form, certain procedures must be followed before the item is ready for transfer:

1. Based on the size of the document to be mailed, select two opaque envelopes. At least one must have the indicia (postage stamp) printed on it; this will be used as the envelope.

2. Type on both envelopes your return address and the complete mailing address. On the envelope which will be used as the inner envelope (non-indicia), stamp in red or black ink the highest classification of the document you are mailing. Include any additional warnings, such as RESTRICTED DATA.

3. Place the document and two copies of the DA Form 3964 in the inner envelope and seal it. This includes putting paper tape on each corner and across the back flap. Place this envelope inside the outer envelope and seal it. If the document is to be sent by courier or registered mail, apply paper tape to each corner and across the back flap. If the document is to be sent by certified mail, tape does not need to be applied.

4. On the outer envelope, mark the appropriate means of transmittal (either Courier or US Postal Service) IAW DOD Directive 5200.1-R. If transmittal is by courier, obtain a receipt for the sealed package from the authorized courier. If the US Postal Service (USPS) registered or certified mail is used, obtain the appropriate receipt from the mailroom, post office, or Army Post Office (APO).

5. Transmit the classified document package.

6. On your file copies of DA Form 3964, enter the date transmitted and any courier or USPS receipt numbers obtained. File your DA Forms 3964 in 15-day suspense.

7. If the signed DA Form 3964 is received from the addressee within 15 days, file this signed DA Form 3964. If no signed DA Form 3964 is received within 15 days, pull your file copy of the DA Form 3964, place a check mark in "TRACER ACTION" block of section E, and send the tracer DA Form 3964 to the addressee. File a copy of the tracer DA Form 3964 in 15-day suspense.

8. If the addressee acknowledges receipt of the classified document, then file the signed DA Form 3964. This completes the task. But, if the addressee indicates that the classified document has not been received, notify your supervisor at once. Your supervisor will contact postal authorities for a registered-mail tracer action or will initiate an appropriate investigation.

REFERENCES:

AR 380-5, Security, Department of the Army Supplement to DOD 5200.1-R (DODISPR), Jul 74, C1, 2 (chap 2, page 2-9, para 2-16; page 2-15, para 2-34)
DOD 5200.1-R, Information Security Program Regulation, Nov 73, C1/2 (chap V, page 5-1, para 5-101 and 5-102; chap VII, page 7-5 and 7-6, para 7-300 thru 7-302)

TASK NUMBER: 071-332-5200

SAFEGUARD FOR OFFICIAL USE ONLY (FOUO) MATERIAL

CONDITIONS:

Given a copy of AR 340-16, material designated For Official Use Only (FOUO), and a date when the FOUO classification will be cancelled.

STANDARDS:

During the time that FOUO material is maintained, it will be marked, stored, handled, transmitted, extended or terminated, and destroyed in accordance with AR 340-16, paragraphs 6 thru 13.

PERFORMANCE MEASURES:

1. The term FOR OFFICIAL USE ONLY applys only to **unclassified information,** records, and other material which have been determined to **require protection from disclosure** to the general public and which for a **significant reason** should **not** be given **general circulation.** FOR OFFICIAL USE ONLY is definitely **not** a security classification. FOUO will **not** be used as a lower security classification marking. No classified information will be marked FOUO for a protective marking. Material may be designated FOUO by officers, by noncommissioned officers of grade E7 or above, and by civilian employees of grade GS8 or above.

2. As a broad guideline, FOUO material will be safeguarded to prevent its disclosure to the general public and to limit its circulation. Measures for safeguarding FOUO include:

a. Thorough briefing of personnel.

b. Limiting access to FOUO material to authorized personnel. It should be remembered that security clearances required for access to classified material are **not** required for access to FOUO material.

c. Proper marking of material.

d. Proper storage, handling, transmission, release, and destruction of material.

e. Observing special safeguards required by individual agencies, commands, or other regulations. Local SOP and supplements to AR 340-16 may impose more restrictions to safeguard FOUO material as the local situation or specific information warrants.

3. Not all FOUO material need be marked FOUO. The purpose of the **marking** is to alert the user or handler that the material should not be publicly released or handled indiscriminately. Some material, such as personnel and medical files, is governed by regulations specifying what may be released, and does not require FOUO markings unless special conditions require these markings to insure their protection.

a. Stamp or mark FOR OFFICIAL USE ONLY in bold letters at least 3/16 inch high near the bottom of a page. The abbreviation FOUO will not be used for such a marking. Mark permanently bound volumes on the outside of the front and back covers, the title page, and the first and last pages only. Stapled volumes are not considered permanently bound. Mark unbound documents only on the pages which contain FOUO information. Pages which contain classified information are marked with the appropriate classification marking. The abbreviation FOUO is then authorized to identify specific paragraphs containing FOUO information within the classified page.

(1) FOUO markings on **pages produced by automatic data processing equipment** may be applied by the equipment's print wheels as long as the markings are in accordance with paragraph 3a above. If individual pages are removed, each page so removed will be marked as required above.

(2) When FOUO material is attached to an **unclassified cover or transmittal paper** which does not contain FOUO information, then the cover or paper will be marked as required in paragraph 3a. The following statement, or a similar one, will be added adjacent to the FOR OFFICIAL USE ONLY marking:

This marking is CANCELLED when separated from the material bearing a protective marking.

b. **Termination of markings** will be specified on FOUO material. The earliest possible date or event when FOUO markings are terminated will be specified. **Do not use** statements such as "cancellation of markings cannot be determined at this time." Termination statements will be stamped, marked, or typed adjacent to the FOR OFFICIAL USE ONLY marking on the cover (or first page if there is no cover) of all copies of a document. Electrically transmitted messages will include this statement at the end of the text.

(1) **Suggested termination markings** are as follows:

(a) For a **specific date:**

Protective marking is cancelled on (date).

(b) For documents which are **part of a contract file** (date will be at least 3 days later than offerer's acceptance date):

Protective marking is cancelled upon award of contract or on (date), whichever is earlier.

(c) For a **specific event:**

Protective marking is cancelled upon occurrence of event specified in paragraph__________.

(d) For **material excluded from automatic termination:**

Protective marking is excluded from automatic termination (paragraph 13 AR 340-16).

4. Unless a date or event is specified, FOUO markings are automatically **terminated** three years from the date of origin except in specific instances:

a. FOUO markings may be **extended for specific periods** of time or until a **specific event** occurs. To extend the marking, the following statement, or a similar one, will be stamped, marked, or typed on the cover (or first page of documents without a cover) of all copies:

Protective marking is extended until
(Date or occurrence of event) (Signature and date).

b. If a category of material must remain FOUO indefinitely, then an exception to AR 340-16, paragraph 12, must be requested from HQDA (DAAG-ASR) Washington, D.C. 20314. Such a request may be initiated only by the proponent of the policy directive(s) for the material involved. AR 340-16, paragraph 13a, explains the specific justification needed to maintain an indefinite FOUO status.

c. FOUO markings are **not** automatically terminated for the following:

(1) IG reports prepared under the provisions of AR 20-1.

(2) Investigations conducted under the provisions of AR 381-130 and AR 195-2.

(3) Army personnel tests administered under the provisions of AR 611-5 and listed on DA Pam 310-8.

(4) Aircraft mishap/accident reports and all related documents prepared under the provisions of AR 95-5, AR 95-30, and AR 385-40.

(5) MOS evaluation tests and related material subject to the provisions of AR 600-200.

(6) All cryptographic-related information to include ARs, TMs, TBs, MWOs, and correspondence related to cryptographic matters.

(7) Information in personnel and medical files or similar files constituting an invasion of privacy or violation of confidence.

(8) Information as to the identity of sources of information and information provided in confidence if disclosure would be prejudicial to Army interests or embarrassing to the source.

(9) Information for which specific provisions are made in the Armed Services Procurement Regulation.

d. FOUO markings may be **terminated** at any time, regardless of the date or event specified, by:

(1) The originator.

(2) A higher headquarters in the originator's command channel.

(3) HQ DA agencies for material marked in the Army field commands.

(4) Officers, noncommissioned officers in grades E7 or above, and civilian employees in grades GS8 and above, when authority is delegated in writing through (3) above.

e. When FOUO markings no longer apply, they are **cancelled by lining out all** such markings. An FOUO marking which shows a specific cancellation date does not need additional physical cancellation unless cancellation is made prior to that date. When an FOUO marking is physically cancelled, the person who cancels the markings will sign next to the cancelled marking on the cover (or the first page if there is no cover), and list his organization and the date of cancellation. It is not necessary to remove a document from file or storage solely to cancel the FOUO markings. Cancellation can be made when the document is removed for any other purpose.

5. FOUO material is **filed and stored** with other unclassified files. When normal government or government-contractor internal building security is provided during nonduty hours, FOUO material may be stored in unlocked files, desks, bookcases, or similar containers. When no such security exists, FOUO material is adequaterly safeguarded when stored in locked rooms or other locked containers such desks, files, and bookcases. Normally, local SOP and supplements to AR 340-16 will further amplify these storage requirements based on local requirements.

6. Secure **handling** of FOUO material is largely related to common sense. Do not leave FOUO material unattended unless it is placed out of sight. Attach the FOUO cover sheet (DA Label 87) to all FOUO material.

7. FOUO material is **mailed or shipped** in the same way as other unclassified material except that envelopes, wrapping, or containers used must prevent the disclosure of contents. The U.S. Government **Messenger Envelope** (SF 65) may be used to transmit FOUO material between government offices. When FOUO material is **hand-carried**, it will be protected to prevent its disclosure and to prevent access by unauthorized persons. FOUO material need **not** be encrypted unless necessary for transmission. AR 105-31 states requirements for encryption for transmission only (EFTO). FOUO information may be discussed over the telephone for the conduct of official business. When transmitting FOUO information, **receipts** will **not** be used unless required for reasons other than protection of the FOUO information.

8. FOUO information may be exchanged between and **released** to components and individuals of the DOD, departments and agencies of the Executive and Judicial branches, and DOD contractors and grantees. AR 340-17 governs the release of FOUO information to the Legislative branch and to the public. FOUO markings will be cancelled on release outside the Federal Government except when released to DOD contractors and grantees. FOUO information will not be released to foreign governments or international organizations within the scope of AR 380-10 unless the originator authorizes termination of the FOUO status. More explicit guidance on release of FOUO material to foreign governments or international organizations is found in AR 340-16, paragraph 9d.

9. FOUO documents can be **destroyed** by tearing them into pieces in such a way that the contents will not be disclosed. Such material may then be placed in containers used for other classified material. Other methods are authorized if they preclude disclosure of the contents.

10. Be aware that this basic guidance may be amplified and made more restrictive by local policies and supplements to the regulation as dictated by local conditions.

REFERENCES:

AR 340-16, Safeguarding FOUO Information, Aug 75

TASK NUMBER: 301-336-5113

PREPARE DA FORM 727 (CLASSIFIED CONTAINER INFORMATION)

CONDITIONS:

As an intelligence sergeant and/or classified material/documents custodian, given DA Form 727; an opaque envelope; a black or blue pen; a red pen; access to AR 380-5; and a requirement to prepare classified container information.

STANDARDS:

Prepare required DA Form(s) 727 insuring that you —

1. Complete all three parts of the form without error.

2. Post and locate the parts of the form as prescribed by AR 380-5 and paragraph 2 below.

PERFORMANCE MEASURES:

1. DA Form 727 is used for the purpose of identifying the precise location of a safe, to include name of agency, division, branch section, container number, and room number. The form also contains the date the combination was changed, the combination of the safe, and the identification of individuals who possess the combination (see figures 1 and 2).

2. DA Form 727 is divided into three parts.

a. **Part 1.** Part 1 contains all the pertinent facts as to the safe's location, the date that the safe's combination was last changed, and the address and telephone numbers of individuals who possess the combination. Part 1 will be posted on the front of the safe.

b. **Parts 2 and 3.** Part 2 is a carbon copy duplicate of part 1. Part 2 will be attached to an opaque envelope which will contain part 3. Part 3 is a classified document. It will be marked with the classification equal to the highest level of classified information which the commander designates to be stored in the container. The top portion of part 3 is a carbon copy duplicate of the information listed on the top portion of parts 1 and 2. In the spaces provided on part 3, you will enter the combination of the containers (see figure 2). The combination should include the direction of turn corresponding to the number. You will then fold part 3 along the dotted lines as indicated and place part 3 in the opaque envelope and seal it. The envelope will be marked to reflect the classification of part 3, DA Form 727, and forwarded to the classified document control officer at the next higher headquarters.

CLASSIFIED CONTAINER INFORMATION *(AR 380-5)*		
Attach to outside of safe.		
AGENCY		
DIVISION	BRANCH	SECTION
CONTAINER NO.	ROOM NO.	DATE COMBINATION LAST CHANGED
Immediately notify one of the following persons or the duty officer if this container is found open and unattended.		
NAME AND GRADE		HOME PHONE NO.
HOME ADDRESS		
NAME AND ADDRESS		HOME PHONE NO.
HOME ADDRESS		
NAME AND GRADE		HOME PHONE NO.
HOME PHONE NO.		
NAME AND GRADE		HOME ADDRESS
HOME ADDRESS		

DA FORM 727, 1 MAY 63 1
EDITION OF 1 APR 57 WILL
BE USED UNTIL EXHAUSTED.

Figure 1. Parts 1 and 2.

CLASSIFIED CONTAINER INFORMATION *(AR 380-5)*		
To be inclosed in classified information envelope container.		
AGENCY		
DIVISION	BRANCH	SECTION
CONTAINER NO.	ROOM NO.	DATE COMBINATION LAST CHANGED
CONTAINER COMBINATION		
		TO NUMBER
		TO NUMBER
		TO NUMBER
		TO NUMBER
Fold on line prior to insertion in envelope.		

DA FORM 727, 1 MAY 63 3
EDITION OF 1 APR 57 WILL
BE USED UNTIL EXHAUSTED.

Figure 2. Part 3.

NOTE: Frequently, in a Reserve unit, DA Forms 727 are not forwarded to the next higher headquarters; rather, they are forwarded to another unit in the same center or town.

3. A new DA Form 727 must be prepared when any of the required information is changed. In most cases, this coincides with a change in combination of the lock. Changes in combination must be made —

a. At least annually.

b. When personnel knowledgeable of the combination leave.

c. In the event the combination is compromised.

d. When safe is put into operation.

REFERENCES:

AR 380-5, Security, Department of the Army Supplement to DOD 5200.1-R (DODISPR), Jul 74, C1, 2 (chap 1, page 1-1, para 1-4; chap 2, page 2-9, para 2-17)

TASK NUMBER: 301-336-5118

DETERMINE THE CORRECT CLASSIFICATION AND DOWNGRADING/DECLASSIFICATION MARKINGS FOR DOCUMENTS

CONDITIONS:

Situation 1. Given a classified document(s) from which you are to extract information to prepare a related document(s) that will require classification, downgrading, or declassification marking, and a copy of DOD Regulation 5200.1-R and AR 380-5.

Situation 2. Given a document(s), originated by your unit, that requires classification, downgrading, or declassification marking, and a copy of DOD Regulation 5200.1-R and AR 380-5.

STANDARDS:

Situation 1: Determine the correct markings for the document(s) you have prepared/extracted from the classified document.

Situation 2: Determine the correct manner of marking the document(s) originated by your unit.

PERFORMANCE MEASURES:

1. **Classification Authority.** Classification authority may be of two types: original or derivative.

a. Original Classification Authority. Original classification authority is the authority to make determination that official information currently requires, in the interests of national security, a specific degree of protection against unauthorized disclosure. Original Top Secret authority is restricted solely to those officials specifically designated in writing. (See appendix A of DOD Regulation 5200.1-R.) The exercise of this authority is personal to these officials and may not be delegated by them or used by anyone acting for them or in their names; however, original Top Secret authority may delegate original Secret classification authority, and Secret classification authority may subdelegate original classification authority.

b. Derivative Classification Authority. Derivative classification authority means that if you create a document, either in part or in total from a classified document, then this newly created document will derive its classification from the original document or the parts of the document used. A derivative document will then have the same overall classification markings as the original document or the parts of the document used.

2. **Markings on Documents.**

NOTE: Material classified before 1 December 1978 need not be remarked in accordance with the performance measures below unless such material is used as a source document or forwarded to another agency, and such material bears a declassification date of original classification or no declassification date. In those cases, a specific declassification date occuring no later than twenty years from the date of original classification date will, if possible, be assigned, or the document will be marked to require a declassification review twenty years after the date of original declassification.

a. Classification Markings. Each classified document will, in addition to other markings required by DOD 5200.1-R, chapter IV, show on its face its overall classification and whether it is subject to, or exempt from, scheduled downgrading and declassification. In order to facilitate excerpting and other use, it will also show the office of origin, the identity of the classifier, the date of preparation and classification, and, except as provided herein, be so marked as to indicate which portions are classified, at what level, and which portions are not classified. Other material will, whenever practicable, show the foregoing information on the material itself or in related or accompanying documentation.

(1) Overall and page marking. Except as otherwise specified for working pages, the overall classification of a document, whether it is permanently bound or not (this includes any copies or reproductions), will be **conspicuously** marked or stamped at the TOP and BOTTOM on the outside of the FRONT COVER (if any), on the TITLE PAGE (if any), on the FIRST PAGE, on the BACK PAGE, and on the outside of the BACK COVER (if any). Each interior page of a document must be **conspicuously** marked or stamped at the TOP and BOTTOM with the highest classification of information appearing on the page to include the designation "Unclassified" if appropriate. (Note that a single sheet with information on front and back is considered to consist of two pages.)

(2) Marking components. In some documents, the major components are likely to be used separately. In this case, each major component will be marked as a separate document, using the marking requirements in 2a above. Examples of components requiring markings include: (a) Each annex, appendix, or similar component of a plan, program, or operations order; (b) attachments and appendixes to a memorandum or letter; and (c) each major part of a report.

(3) Paragraph marking. When there are differences in their classifications, each section, part, paragraph, or subparagraph must be marked to indicate the level of classification. If a section, part, paragraph, or subparagraph is unclassified, then it must be marked as such. For example, when the text of the lead-in (basic) portion of a paragraph is unclassified, but subsequent subparagraphs are classified, the lead-in paragraph will be marked as "Unclassified" and each subparagraph shall be marked with its respective classification status. In this instance, the symbol denoting the overall classification of the paragraph would be shown immediately following the paragraph number or letter, as the case may be

(for example, "1. (U)" or "2. (U)".) At the end of the text of the unclassified lead-in paragraph, the symbol "(U)" should be shown. Classification levels of subparagraphs will be shown by the appropriate classification symbol immediately following the subparagraph letter or number, as the case may be. In marking paragraphs, sections, or parts, the appropriate marking should be placed immediately preceding and to the left of the elements to be marked. If desired, the symbols "(TS)" for Top Secret, "(S)" for Secret, "(C)" for Confidential, and "(U)" for Unclassified may be used. When appropriate, the symbols "(RD)" for Restricted Data and "(FRD)" for Formerly Restricted Data will be added.

(4) Subjects, titles, abstracts, and index terms. Subjects, titles, abstracts, and index terms should be selected whenever possible to avoid the requirement for classification. To show its classified or unclassified status, such items should be marked with the appropriate symbol ((TS), (S), (C), or (U)) placed immediately following and to the right of the item. When appropriate, the symbols "(RD)" and "(FRD)" will be added.

b. Downgrading Markings. In addition to the classification markings at the time of origination, each classified document or other material will be marked to reflect downgrading and declassification instructions in accordance with the following:

(1) Marking is to be used on all classified documents for which a specific declassification date or event (normally occuring within six years and in no case occuring later than twenty years from the date of original classification) is determined. The "CLASSIFIED BY" line will show the position title of the original classifier or, in the case of derivatively classified documents, complete identification (title, originator, date) of the single source document or the term "multiple sources." The "DECLASSIFY ON" line will show a specific date, i.e., day, month, and year, e.g., 31 Dec 1982; or identify an event certain to occur, e.g., upon Presidential announcement. **NOTE: If a declassification date or event later than six years from the date of original classification is determined, marking shown in paragraph 3 must also be used.**

CLASSIFIED BY: ____________________

____

DECLASSIFY ON: ____________________

(2) Marking is to be used on those documents for which a specific declassification date or event cannot be predetermined. The "CLASSIFIED BY" line will show the same information as prescribed in paragraph 1. The "REVIEW ON" line will show a specific date not to exceed twenty years from the date of original classification, e.g., 31 Dec 1997. **NOTE:** **Use of this marking, except when based on a derivative classification action, must be approved by an original Top Secret classification authority and normally requires use of the marking shown in paragraph 3.**

CLASSIFIED BY: ______________________

____

REVIEW ON: ______________________

(3) Marking is to be used on all originally classified documents that the responsible original Top Secret classification authority determines must be classified for more than six years or must be reviewed before they can be declassified. The "EXTENDED BY" line will show the position title of the original Top Secret classification authority who approved classification beyond the six year standard. The "REASON" line will have the appropriate reason(s), as listed in paragraph 2-301c of DOD 5200.1-R, circled.

EXTENDED BY: ______________________

____

REASON: Para 2-301c, DOD 5200.1-R (circle appropriate subparagraph(s)):

1 2 3 4 5 6 7 8

(4) Intermittent downgrading is no longer required. When downgrading will serve a useful purpose, the marking shown will be used. A specific date will be shown on the appropriate ". . . ON" line.

DOWNGRADE to SECRET on: ______________

to CONFIDENTIAL on: ______________

c. For classified messages, it is assumed that the message originator is the classifier and, in the case of messages classified for longer than six years, the official authorizing that classification duration. However, messages must show, as the last element of information in the message text, as appropriate, the declassification date or event, the date for declassification review, the reason(s) for classification beyond six years, and intermittent downgrading instructions. For message purposes, the following abbreviations are authorized:

(1) DECLASSIFY ON: DECL (enter specific declassification date, e.g., DECL 31 Dec 81).

(2) REVIEW ON: REVW (enter specific date for declassification review, e.g., REVW 31 Dec 97).

(3) REASON: REAS (enter appropriate para(s) of DOD 5200.1-R, e.g., REAS 2-301c 3 and 5).

(4) DOWNGRADE TO: DG/ / (enter appropriate classification and date for regrading action, e.g., DG/C/31 Dec 81).

REFERENCES:

AR 380-5, Security, Department of the Army Supplement to DOD 5200.1-R (DODISPR), Jul 74, C1, 2 (chap 2, sec I, II, III, pages 2-1 thru 2-5)
DOD 5200.1-R, Information Security Program Regulation, Nov 73, C1/2, (chap 3, sec 1 thru 7, pages 3-3 thru 3-8)
Letter, DAMI-CIS, Office of the Assistant Chief of Staff for Intelligence, Oct 78, subject: New Requirements under Executive Order 12065

TASK NUMBER: 301-336-5110

REVIEW SECURITY ACCESS ROSTER

CONDITIONS:

Given a unit security access roster, input of personnel to be added or deleted, and AR 604-5 with local supplements or SOP.

STANDARDS:

As a minimum, insure that:

1. Personnel on the security access roster are those designated by the commander as having a need to know or a need for access.

2. When applicable, the name, rank, degree of clearance, and degree of access authorized are reflected on the security access roster.

3. When necessary, personnel are debriefed and terminated from the security access roster when such clearance is no longer required.

4. Recommendations are made to the approving authority (i.e., commander, S2 officer) of personnel who should be terminated from the security access roster whenever a valid reason exists that the individual's conduct, activities, or attitude may jeopardize security.

PERFORMANCE MEASURES:

1. A security access roster is maintained for those locations within a unit which require a high degree of security. Only those individuals who work in the secured area or those designated by the approving authority (i.e., the commander) to have access to the area in the performance of their duties may be allowed entrance. Some examples of areas which may require the preparation of access rosters includes rooms where classified briefings or classes are being conducted and tactical operation centers (TOC) and secured communication facilities areas.

2. A security access roster requires name, rank, degree of clearance, and degree of access authorized (if the area contains classified information). Other areas not containing classified information may only require the name and rank of the individual authorized by the commander to enter.

3. You should be able to insure that the names of personnel who are under a flagging action or whose activities or attitudes may jeopardize security are removed from the security access roster.

4. AR 604-5 (Clearance of Personnel for Access to Classified Defense Information and Material), local supplements, and unit SOPs normally will outline what information is to be placed on the access roster and how often it is to be updated.

5. You should insure that distribution of the security access roster is made only to those personnel who have a need for it. Personal information pertaining to service members will not be furnished to commercial enterprises or individuals engaged in commercial pursuits without the written consent of the individual concerned. Lists of such information will not be furnished under any circumstances.

REFERENCES:

AR 210-7, Commercial Solicitation on Army Installations, Jan 77 (chap 2, page 2-2, para 2-3a(3))
AR 604-5, Clearance of Personnel for Access to Classified Defense Information and Material, May 72 (chap 1, pages 1-1 thru 1-5)

TASK NUMBER: 191-380-0109

SUPERVISE ARMS ROOM SECURITY

CONDITIONS:

Given a training environment simulating a unit with an arms room and the responsibility to inspect the security of the arms room.

STANDARDS:

You must perform all the following measures (not necessarily in sequence) IAW AR 190-11, and FM 19-30, chapter 13 and appendix H.

PERFORMANCE MEASURES:

1. Insure weapon serial numbers are recorded in the unit property book.

2. Insure weapons not in bulk storage are inventoried by serial number at least once each month. **(NOTE: A written record of these monthly inventories will be maintained. Examination of inventory records will not suffice as a monthly inventory.)**

3. Insure individuals using weapons are issued DA Form 3749, Weapons Receipt. **(NOTE: This form must be turned in to the arms room when the individual draws his assigned weapon at the time of issuance. The individual drawing a weapon must enter the serial number of the weapon being drawn and his signature on an issue sheet or log bearing the date of the transaction. No other entries are required to be made on this document by the individual drawing the weapon. At the time of turn-in, the issue entry is voided and the individual's weapon receipt returned.)**

4. Insure arms room exterior and interior lighting is operational. **(NOTE: The lighting must be of sufficient intensity to afford guards immediate recognition of illegal acts such as breaking and entering or unauthorized removal of arms during reduced visibility.)**

5. Insure security checks are conducted on an irregular basis. **(NOTE: These should, at a minimum, be recorded in the CQ log.)** An example of a security checklist is depicted in figure 1. The checklist is intended for use only as a guide. This checklist must not be viewed as entirely complete or as all encompassing. In individual situations, there may be items of physical security interest and importance which are not included. The person conducting the inspection must be alert for such items and not be content merely to check off the items on the checklist. The checklist in figure 1 may

be adopted and reproduced locally with appropriate heading, general information spaces, and columnar headings with boxes for "yes," "no," and similar checks.

6. Insure arms room keys are maintained separately from other keys. **(NOTE: Keys must be accessible only to individuals whose official duties require access to them. A current roster of these individuals must be kept within the unit.)**

7. Insure change in custody of the keys is recorded. **(NOTE: Custody of the keys will be transferred between authorized individuals after both parties have conducted visual inventories of weapons, to include total count of weapons on hand.)**

8. Insure a key control register is maintained at all times to insure administrative accountability for keys. **(NOTE: Key control registers will contain the signature of the individual receiving the key, date/hour of issuance, serial number of the key, initials of the person issuing the key, date/hour key was returned, and the signature of the individual receiving the returned key.)**

9. Insure tools such as chisels, crowbars, bolt cutters, and similar items are secured. **(NOTE: These tools would assist in gaining forced entry to an arms room.)**

1. Waivers/Exceptions for Arms/Ammunition Storage Facilities.

a. Has a waiver/exception been granted for specific requirements of AR 190-11? If the waiver was granted, is it valid?

b. Are the specific requirements set forth in the granted waiver/exception being complied with?

c. Are compensatory measures on which the waiver/exception is based in effect and are they appropriate to provide sufficient security to insure reasonable protection for the property contained in the storage facility?

2. Building(s) which Is(Are) for Arms Storage Only.

a. Is the building used to secure only small arms and not for any unrelated activity?

b. Are the walls constructed of masonry (concrete block, brick) or reinforced concrete with concrete floors?

c. Are roof structures and/or ceilings of fire-resistant construction which provide an equal or greater degree of security as the approved protection of windows and doors?

d. Are the number of doors and windows limited to the essential minimum?

e. Is the building posted as a restricted area?

f. Are the windows protected with steel mesh or steel bars?

Figure 1. Physical security inspection checklist for unit facilities for small arms and small-arms ammunition (AR 190-11).

g. Is the steel mesh secured to a steel frame securely attached to the building with the fastenings inaccessible from the building exterior?

h. Are the ends of the steel bars securely embedded in the structure of the building or welded to a steel frame securely fastened to the building with the fastenings inaccessible from the building exterior?

i. Are all windows locked at the close of the business day?

j. Are all doors constructed of materials that will render access by force extremely difficult?

k. Are all doors, except the main entrance, secured on the inside by locking bars?

l. Are door frames fastened to the building in a manner which prevents them from being separated from the casing?

m. Is the main entrance door secured by at least one high security padlock?

n. Are outswinging doors mounted on fixed pin security type hinges, safety stud hinges, or the equivalent?

o. Is there adequate exterior and interior lighting?

3. Buildings which Contain an Arms Storage Room.

a. Are procedures established and stringently applied to reduce the opportunity for unobserved access to the arms storage room within the building?

b. Do internal procedures include prevention of loitering in proximity to the arms room either inside or outside the building?

4. Arms Storage Room within a Building.

a. Is the arms room posted as a restricted area?

b. Is the number of windows limited to the essential?

c. Are the windows protected with steel mesh or steel bars?

d. Is the steel mesh secured to a steel frame securely attached to the building with the fastenings inaccessible from the building exterior?

e. Are the ends of the steel bars securely embedded in the structure of the building or welded to a steel frame securely fastened to the building with the fastenings inaccessible from the building exterior?

f. Are all windows locked at the close of the business day?

g. Does the arms room provide triple barrier protection?

Figure 1. Continued.

h. Are the doors constructed of steel bars welded to a grid with openings of 32 square inches or less, or a solid wooden door covered on the outside with steelplates of at least 12 gauge?

i. Are door hinges of the fixed pin security type hinge or of a type which provides equivalent security?

j. Unless safety stud hinges are used, are exposed hinge pins spot welded or otherwise secured to prevent removal?

k. Are all doors used for access to the arms room locked with approved locking devices?

l. Is the locking device on the most secure door a high security padlock and hasp?

m. Is at least one approved locking device on each door of the triple barrier system?

n. If the arms room is equipped with a steel vault type door, does it have a built-in three position, dial type, changeable combination lock?

o. Are doors not used for access to the arms room of equivalent structural strength as adjacent walls and secured in such a manner as to preclude access to the locking device from the outside?

p. If a wire-mesh cage is used for the temporary storage of small arms, is it constructed in conformance with OCE Standard Drawing 40-01-41 and 40-21-01 and kept under continual surveillance?

q. Is a prefabricated cage used to reinforce arms room as an inner liner in order to provide additional delay to forced entry? If so, is it utilized only when structural standards for the arms room cannot be met?

r. In temporary buildings, are the exterior walls of the arms room of double wooden-wall thickness (standard stud construction)?

s. In temporary buildings, are the interior walls, ceilings, and floor constructed to insure that at least one side of the surface is 1 inch doublenail tongue-and-groove wood sheathing or a material that will provide a similar degree of security?

5. Arms Racks.

a. Are all arms racks or containers locked with approved locking devices when not in use?

b. Are the arms racks fastened together and to the wall or floor with bolts or with approved chains equipped with at least secondary locking devices?

c. Do those racks utilizing hinged locking bars have the hinge pin's welded or otherwise secured to prevent easy removal?

d. Do locally fabricated arms racks provide, as a minimum, security equivalent to standard issue racks?

Figure 1. Continued.

e. Are all racks so constructed that, when locked, a weapon cannot be removed by partially disassembling it?

f. Are crew-served weapons, and other weapons which will not fit into issue racks, secured in containers constructed of at least 22 gauge steel?

g. If class 5 weapons container (map and plan security cabinet) is utilized by small isolated units having few weapons, is the container adequately augmented by other physical security measures?

h. If lockers are being used as a substitute for racks, are they fastened to the structure?

i. Are the hasps of the lockers installed so that they cannot be removed?

j. Are the lockers equipped with approved locking devices?

k. Are the hinges of the lockers installed so that they cannot be removed?

6. Administrative Control Procedures.

a. Are all weapons' serial numbers entered in unit and/or station property records and kept current at all times?

b. Are all weapons not in bulk storage inventoried by serial number at least once each month?

c. Are written records of weapon inventories accomplished and maintained?

d. Are weapons in bulk storage or in depots properly inventoried and the inventories made into written records?

e. In addition to scheduled weapon inventories, are frequent unscheduled inventories conducted?

f. When more than one unit utilizes the same arms room or weapons storage facility, are weapons separated and identified by unit?

g. When more than one unit utilizes the same arms room or weapons storage facility, does each unit maintain individual accountability for its own weapons?

h. Are individuals issued weapons cards?

i. Is the weapons card turned in to the arms room when the weapon is drawn?

j. Do individuals sign a weapons receipt register when weapons are removed from the arms room?

k. Have written procedures been established for issuing weapons and ammunition during emergencies or field exercises, or at other times when operational necessity dictates a need for this equipment to be issued quickly?

l. Is the arms or ammunition storage facility checked periodically by a security or guard patrol, or unit personnel?

m. Are all checks recorded?

Figure 1. Continued.

n. Are individuals who are in possession of weapons or ammunition warned of their responsibilities and the inherent danger involved in the loss of weapons and ammunition?

7. Key and Lock Control.

a. Are keys to arms storage buildings, rooms, racks, and containers maintained separately from other keys and accessible only to those individuals whose official duties require access to them?

b. Is a current roster of these individuals kept within the unit?

c. Is the number of keys held to the essential.

d. Is the custody of keys transferred between authorized individuals only after both parties have conducted a visual inventory of weapons to include count of total weapons on hand?

e. Is the change of custody of keys properly recorded?

f. After duty hours, are the keys locked in a secure receptacle away from the storage area or in the custody of the responsible duty officer/NCO or charge-of-quarters?

g. Are keys left unattended or unsecured at any time?

h. Is the removal of keys to arms storage buildings, rooms, racks, and/or containers from the installation permitted?

i. Is the use of master keys permitted?

j. Are locks replaced when keys are lost, misplaced, or stolen?

k. Has a key/lock custodian been appointed on orders?

l. Is a key control register maintained at all times to insure the administrative accountability for keys?

m. Does the key control register contain the signature of the individual receiving the key, date/hour of issuance, serial number of keys, initials of the person issuing the keys, date/hour key was returned, and the signature of the individual receiving the returned key?

n. Are padlocks locked to the staple or hasp when the area or container is open?

o. Are inventories of keys and locks conducted quarterly?

p. Are locks and locking devices securing weapons rotated at least annually?

q. Are tools located in the vicinity of the arms storage area secured in a locked container?

8. Control Procedures for Safeguarding Ammunition and Explosives.

a. Is ammunition stored in the unit arms room, authorized by higher headquarters, inventoried daily and stored and controlled as stipulated by chapter 3 of AR 190-11, and safety regulations?

Figure 1. Continued.

b. Is the ammunition assigned on unit property records inventoried monthly?

c. Is a written record made of all ammunition inventories?

d. Is the area where ammunition/explosives are stored posted as a restricted area?

e. When more than one unit uses the same ammunition storage facility, are the stocks separated and identified by unit?

f. Are there written security procedures established which designate one unit responsible for the security of the storage facility?

g. Is ammunition in unit arms room stored in separate locked container?

h. Is the container firmly secured to the structure?

i. Is the ammunition storage area secured with a high security padlock and hasp?

j. Are ventilators, or other openings affording access to individuals or dangerous objects, equipped with steel mesh or other material offering equivalent protection?

k. Is the control and accountability of keys to ammunition/explosive storage proper?

l. Are locks securing ammunition/explosive storage areas rotated at least annually?

m. Is loose ammunition assigned on the unit property records but not in banded containers physically counted?

n. Does the monthly inventory of ammunition include an inspection and count of crated ammunition to insure that bands and seals are intact?

o. Does monthly inventory of ammunition in banded containers include lot number?

p. Have agencies or organizations responsible for securing large quantities of ammunition (e.g., bulk storage in depot, installation ammunition supply points, prestock points) insured that an accurate system of accounting and inventory, such as cyclic inventory, is established and maintained?

q. Does the basic load ammunition storage room meet, to the extent possible, the same construction requirements as established for small-arms storage rooms?

r. Are all doors secured with approved locking devices?

s. Are fire control measures and symbols posted?

9. Security of Privately Owned Weapons.

a. Are privately owned weapons and ammunition or authorized war trophy firearms secured in locked containers, separate from military weapons and ammunition in the unit arms room?

b. Is the retention and storage of incendiary devices and explosives permitted?

c. Has a receipt been issued for each privately owned weapon stored in the unit arms room?

Figure 1. Continued.

d. Is the receipt retained in the arms room when the weapon is in the possession of the individual owner?

e. When the weapon is properly stored in the unit arms room, is the receipt in the possession of the individual owner?

f. Are privately owned weapons withdrawn from the unit arms room only after written approval of the unit commander or his authorized representative?

g. Are applicable state and local laws regarding registration and possession of firearms posted on the unit bulletin board?

h. Are newly arrived personnel briefed on the provisions governing the possession and use of privately owned weapons?

i. Does the commander conduct unannounced inspections to insure proper storage and control of privately owned weapons?

10. Loss, Theft, or Recovery of Weapons/Ammunition and Explosives.

a. How many weapons, if any, have been lost or stolen within the last 12 months?

b. How many lost or stolen weapons, if any, have been recovered during the past 12 months?

c. How many weapons, if any, have been the subject of a report of survey during the past 12 months?

d. If a loss, theft, or recovery of weapons, demolitions, or explosives has occurred, was the local provost marshal notified promptly?

11. Intrusion Detection (ID) Systems.

a. Are ID systems installed at permanent small-arms storage areas?

b. If not, have these systems been requested by the commander?

c. Has an SOP been published for the operation and maintenance of an ID system?

d. Does the SOP include —

(1) Instruction for daily testing activation/deactivation and response?

(2) Requirement that a log be maintained indicating alarm activations by date, time, and type of activation (actual or false).

e. If the ID system has proven unreliable (excessive false alarms), is the system at fault or is it the result of faulty installation?

f. According to the users' evaluation, is the system adequate?

Figure 1. Continued.

g. At the time of this inspection, was the system functioning properly?

h. Is the system suitable for its present location and environment? If not, explain in remarks.

i. Is the system capable of accomplishing the job that the responsible using official expects it to accomplish?

j. Does the responsible official user understand that the protective alarm system is designed to detect, not prevent unlawful intrusion into the protected area or beyond a predetermined point of approach to a protected object?

k. Is security of the system provided by the use of physical security measures being built into the system, such as —

(1) Height of reporting lines on poles?

(2) The depth that reporting lines are buried in ground?

(3) Use of shielded transmission and powerlines?

(4) Control of access to the system equipment?

(5) Use of seals on controls and exposed adjustment mechanisms?

(6) Placement of transmission and powerlines inside walls or metal conduit?

l. If local annunicator is used and is displayed on exterior of a building, is it protected from the weather or willful tampering?

m. Is the system underwriter approved?

n. Was the system installed by underwriter-approved service personnel?

o. Is the system equipped with a two-position lock switch for on and off operation?

(1) Are there at least two keys available?

(2) Are adequate key controls exercised?

(3) Can the system be turned on and off from outside?

p. In addition to the on and off switch, is the system equipped with electrical shunt type switches for testing?

q. Is it a multiple purpose system (smoke, water, heat, etc.)?

r. Is the system equipped with a pilot light or with any other type of operational readiness indicator?

s. If an AC power supply is used, is the system designed to operate by automatic switching to DC power when necessary to provide continuous protection (standby battery in place)?

Figure 1. Continued.

t. Is the system designed to make an uninterrupted and silent protective circuit transfer with only a local visible indicator to signal when such transfer occurs?

u. Can activating devices be unobtrusively operated?

v. Are properly cleared personnel used to maintain the system?

w. Is the alarm system properly maintained by:

(1) Trained local maintenance personnel?

(2) Readily available trained commercial type maintenance personnel?

(3) An appropriate service contract?

x. Are records kept of all alarm signals received to include —

(1) Time?

(2) Date?

(3) Location?

(4) Action taken?

(5) Cause for alarm?

y. Is the system tested prior to activating it for nonoperational periods?

z. Are frequent tests conducted to determine the adequacy and promptness of response to alarm signals?

aa. Is there any inherent weakness in the system itself?

bb. Is it connected to a capable response element?

cc. Are activating devices appropriately located and sufficient in number?

dd. Is the equipment visible to public view?

ee. When system is activated, is it audible on the premises?

ff. Are independent transmission lines utilized?

gg. Are adequate spare parts, such as fuses and bulbs, readily available to user?

hh. Are user personnel capable of conducting minor maintenance and installing fuses and bulbs as required?

ii. Is a duress capability built into the system when an authorized person deactivates the system under duress?

Figure 1. Continued.

REFERENCES:

AR 190-11, Physical Security of Weapons, Ammunition, and Explosives, Mar 77
AR 190-13, The Army Physical Security Program, Aug 74 (chap 3, page 3-0 thru 3-1)
FM 19-30, Physical Security, Nov 71, C1/2 (chap 13, pages 13-5 thru 13-6, para 13-6 thru 13-21; app H, pages H-2 thru H-6.2)

CHAPTER 3

SENIOR INFANTRY SERGEANT

SECTION I

FIRST SERGEANT DUTY POSITION

TASK SUMMARY

TASK NUMBER: 071-332-5610

PROTECT THE RIGHTS OF AN ACCUSED OR SUSPECTED INDIVIDUAL (TO INCLUDE SEARCHES)

CONDITIONS:

Given a copy of DA Form 3881 (Rights Warning Procedure/Waiver Certificate) and an individual suspected or accused of committing a violation of the UCMJ. The individual will have to be questioned and a search conducted, if necessary.

STANDARDS:

1. Insure, prior to questioning, that the suspect or accused has been informed of his or her rights under Article 31 including the right to counsel, and that he or she understands those rights.

2. Insure that the suspect or accused has waived the right to a lawyer and the right to remain silent before being questioned. DA Form 3881 should be utilized before questioning when an individual waives any of his rights.

3. If a search is necessary, insure that the search meets one of the following criteria: it is authorized by proper authority based on probable cause, or it is part of an apprehension and is based on consent of the suspect or accused, or it is immediately necessary to prevent removal of criminal goods.

PERFORMANCE MEASURES:

Section I. INDIVIDUAL RIGHTS.

1. The company commander is responsible for both enforcing the law and protecting the rights of the individual soldier. As the senior enlisted soldier of the company and advisor to the commander, the first sergeant is responsible for assisting the commander in exercising his authority. The discipline and morale of the soldier may depend on how wisely this authority is exercised. Therefore, you must fully understand the soldier's rights.

2. The soldier's individual rights must be protected. There are several fundamental rights and safeguards which must be considered in any case involving suspected criminal conduct.

a. **Presumption of Innocence.** Under the American system of law, every man is presumed innocent until he is found guilty beyond a reasonable doubt. A fair and just decision can be made only after all the evidence relating to the guilt or innocence of an accused has been heard. While charges are being processed for trial, a commander may want to

confine or restrict the accused soldier. To determine whether this can be done, the commander must consider that confinement deprives a soldier of his liberty during a time when he is presumed innocent. Thus, a soldier may be confined **only** when he is pending court-martial or when it appears that restraint is necessary to make sure that he will be at trial. Convenience to the commander is not a strong enough reason to deprive a soldier of his freedom. Pre-trial confinement cannot be used as punishment.

b. **Search and Seizure.** Our Constitution protects every citizen from **unreasonable** searches and seizures. However, this right to privacy is not an absolute right. Our courts have balanced the rights of the individual against the needs of society and have established rules for determining when a search is reasonable. If you gain evidence from an unreasonable search of a soldier's person or property, then the evidence cannot be used against him in a trial. This "exclusionary rule" was developed to prevent the indiscriminate invasion of privacy by government officials. Under military law, a company commander has the power to authorize a search. In order to use evidence, found during a search, in criminal proceedings against a soldier, the commander must follow certain guidelines.

c. **Article 31 and Rights to Counsel.** Our laws provide that no one can be forced to incriminate himself and that anyone suspected of having committed a crime has the right to consult with a lawyer. At an early date, Congress realized that young soldiers do not completely understand their rights and may be intimidated merely by the presence of a superior. Thus, under military law no one may question a suspect without first insuring that the suspect understands the nature of the offense, his right to remain silent, that anything he says or does may be used against him in a criminal proceeding, and his right to counsel. If these rights are violated or if the soldier is not informed of them, no evidence gained from the suspect may be used in a court-martial against the individual. The company commander must protect the rights of his men and, at the same time, preserve the government's case. He protects both the suspect and the Army by insuring that his officers and noncommissioned officers understand and comply with Article 31, UCMJ, and the right-to-counsel requirements.

d. **Prompt Action on Offenses.** A soldier accused of a crime has the right to be told the charges against him as soon as possible so that he can prepare his defense and so that his guilt or innocene can be determined speedily. This right to a "speedy trial" is guaranteed by the Sixth Amendment to the Constitution and assists both the government and the accused. Witnesses are likely to leave the area during a delay and testimony given soon after an incident is more reliable than that given after a long period of time.

e. **The Adversary System.** At a court-martial, it is the responsibility of the trial counsel to represent the government and it is the responsibility of the defense counsel to represent the accused. Each counsel is duty-bound to do all that he can within the law to represent the interest of his client. At times, defense tactics may lengthen the trial and even irritate individuals who want to see the trial proceed at a faster pace. However, each commander must be constantly aware that it is our country's policy to see

that each man charged with a crime has the opportunity to present the best defense available to him. This "adversary system" usually results in all issues being brought before the court so that those who must weigh the evidence can make a just decision.

Section II. LAWFUL SEARCH AND SEIZURE AND THE ARTICLE 31 WARNING AND RIGHT TO A LAWYER.

1. To see that the rights of the individual are protected and that the government's case is not damaged, you must understand how to conduct a legal search and seizure, who has the authority to search, the Article 31 Warning, and the right to a lawyer. The following discussion tells you what you must do and what you cannot do.

2. There are three ways in which a company commander may lawfully seize the property of a man in his unit.

a. **Lawful Searches and Seizures.** A commander may authorize a search of people or property under his control based on probable cause. A search is a quest for evidence to be used in a criminal prosecution. The search authorized by the commander based on probable cause is discussed with other types of legal searches in paragraph 3, below. Evidence seized as a result of a lawful search is admissible against an individual in a court-martial.

b. **Inspections.** Commanders and NCOs have inherent authority to conduct legitimate inspections, including surprise inspections of personnel in their units. The purpose of an inspection is to check on the health, welfare, safety, and readiness of the personnel. For example, the commander may want to insure that the troops have their equipment clean, maintained, and properly stored and that they have no dangerous articles such as ammunition carried from the range. The inspection must apply in the same way to all soldiers in the area. It may include an examination of all their belongings that are kept within their living area. Although an inspection does not have to have been previously announced, it must have a legitimate purpose and cannot be a trick or false excuse to conduct what is really an unlawful search. The commander who decides to conduct the first "inspection" after hearing about a barracks theft, and then starts the inspection near the living area of the prime suspect will not convince anyone that his was an "inspection" rather than a "search." An inspection is not based on the commander's belief that a crime has been committed. However, evidence of criminal conduct which you discover during a legitimate inspection can be used as evidence in a trial by court-martial, if the inspection looks at the overall fitness of the unit and living conditions of the soldiers. An inspection solely for the purpose of discovering contraband (e.g., drugs) is permissible, and can be used to cleanse the barracks of drugs, but the drugs discovered will probably not be used as evidence in a court-martial.

c. **Inventories.** When a soldier is AWOL, about to be confined, or detained by civilian authorities, an inventory of the soldier's personal belongings is required. Evidence uncovered as a result of this inventory is admissible in a court-martial.

3. A search and seizure are lawful in the following situations:

a. **Apprehension.**

(1) "Apprehension" means taking a person into custody or restraining a person's freedom of movement, either orally or otherwise. For the apprehension to be **lawful**, you must have **facts** which reasonably indicate that:

(a) A **crime** has been or is being committed.

(b) The **person** being apprehended committed or is committing the crime. This is known as "probable cause to apprehend."

(2) The apprehension must precede the search. The individual must be told that he or she is under apprehension, or it must be clear from the circumstances that an apprehension has occurred.

(3) Once there is an apprehension, both the individual and the immediate area can be searched.

(a) The search of the **person** may be thorough. It is not limited to looking for evidence of the crime for which the apprehension took place. The purpose of the search is to discover any weapons or destructible evidence on the apprehendee's person.

(b) The **area** within the individual's immediate control can also be searched for weapons and destructible evidence. This area will depend on the circumstances. It is basically any place that you **reasonably** believe that the individual might be able to reach with a lunge or jump to secure the weapon or evidence. For example, you could search an open wall locker next to which the individual is standing when apprehended, but you cannot search it if it is locked, and you cannot search the entire room.

b. **Searches Authorized by the Commander.**

(1) **Areas Subject to Search.** Paragraph 152 in the **Manual for Courts-Martial** gives the commander the authority to conduct or direct a search of any person or property located in a place under his control **if** there is **"probable cause"** to justify the search. A company commander could authorize a search in his company area; the battalion commander, within the battalion area, etc.

(2) **Requirement of Probable Cause.** Before the commander can authorize a search of a person or area under his control, he must have **probable cause** to believe that —

(a) A **crime** is being committed or has been committed.

(b) The **person** to be searched **committed** or is **involved** in the crime.

(c) The **evidence** of the crime is now where the commander plans to search.

(d) The **information** and the **source** of the information are **reliable.** There must be more than mere suspicion in the mind of the commander, but absolute proof beyond a shadow of a doubt is not required. In other words, probable cause lies somewhere between suspicion and actual knowledge. The commander must **personally** decide, from the information given to him, that the contraband or evidence of a crime is **at that time** likely to be in the possession of the individual or in the place to be searched. The commander's decision that there is probable cause must be reasonable and must be based on fact. It cannot be based only on the conclusions of others. It is not sufficient that a CID agent, a first sergeant, or an informant has facts to provide probable cause, **unless** those facts are given to the man who orders or authorizes the search — the commander. The commander must believe that the person furnishing the information is **reliable** and that he had a **sound basis** for his information. A commander may delegate his authority to authorize searches based on probable cause to responsible individuals. The delegation of authority should be in writing. The person who has been delegated the authority must make the same determination that probable cause exists which is discussed above.

c. **Search Warrant.** A search may be authorized by a warrant issued by a military judge or military magistrate. The warrant is issued based on a sworn affidavit setting forth the facts which establish probable cause.

d. **Consent Search.** A person may consent to a search of his person or property. Because consent is a waiver of the individual's right to be free from unreasonable searches, the burden on the government to establish a free and voluntary consent is quite heavy. The individual should be told he does not have to consent to the search and that any evidence found during the search can be used against him in a criminal prosecution. It is advisable to have the commander obtain an individual's consent to search in writing with a witness present.

e. **Immediate Necessity.** If there is probable cause to believe that criminal goods or evidence is in immediate danger of removal or destruction and if there is not time to secure authorization from the commander, a lawful search may be made. It is difficult to justify a search based on immediate necessity, and this basis for a search should be used only as a last resort.

4. A confession or admission by a suspect who has not been warned of his rights under Article 31, UCMJ, and informed of his right to a lawyer may mean that the confession or admission will not be admitted as evidence in a court-martial. It is possible that an accused may still be convicted because of other evidence of guilt which **is** admissible. The failure to warn does not mean automatic acquittal; it means that the confession or admission cannot be used in a court-martial. The following procedure must be carefully followed in questioning a suspect to insure that his statements are admissible in court proceedings.

a. Use the following statement to **inform the individual** of his rights:

"You are suspected of committing the following offense(s): ____________________ which is (are) violation(s) of the

Uniform Code of Military Justice. Before I ask you any questions, you must understand your rights. You have the right to remain silent. Any statement you do make may be used as evidence against you in criminal or administrative proceedings.

"You have the right to consult with a lawyer before being asked any questions and to have the lawyer present with you during questioning. You may hire a civilian lawyer at no cost to the government, or a military lawyer will be detailed for you at no cost to you. In addition, the detailed military lawyer may be a military lawyer of your own selection if he is reasonably available. Even if you decide to answer questions now without having a lawyer present, you may stop answering questions until you consult with a lawyer."

b. After this statement is made, the suspect should be asked if he **understands** his rights.

(1) When the person informing the suspect of his rights is satisfied that the suspect understands these rights, then the following two questions should be asked:

(a) "Do you want a lawyer?"

(b) "Do you want to answer any questions or make a statement?"

(2) The suspect may indicate that he wants to waive his right to remain silent and his right to consult with a lawyer. He must waive these rights freely, knowingly, and intelligently. He may then be questioned concerning the offense and a statement should be obtained. If the suspect indicates that he wants to see a lawyer, questioning must stop until he has consulted a lawyer. If the accused or suspect indicates that he does not want to answer questions, then he should not be questioned. In any case, it is important that the interviewer does not use a tone of voice or manner which could make the suspect think that he is being threatened or which plays down the importance of the warning. If this is done, it may later be held that the suspect's willingness to answer questions was gained by coercion or improper means. If that happens, then his statement would not be admitted in a trial by court-martial. A company commander may decide not to question a suspect if other evidence is available. It is a good procedure to get the waiver of rights in writing. DA Form 3881 (figure 1) should be utilized whenever possible.

(3) If the person being interviewed is not suspected of having committed an offense but is merely a witness to the offense or has knowledge of it, then there is no legal requirement to warn him of his rights. During the questioning, the interviewer may begin to suspect that the witness was involved in the offense. This may happen when it appears that the witness was actually an accomplice or an accessory to the crime. The interviewer should then stop questioning, inform the witness of the offense of which he is now suspected, and advise him of his rights as indicated above.

RIGHTS WARNING PROCEDURE/WAIVER CERTIFICATE

For use of this form, see AR 190-30; the proponent agency is the Office of the Provost Marshal General.

LOCATION	DATE	TIME	FILE NUMBER
LAST NAME, FIRST NAME, MIDDLE NAME	SOCIAL SECURITY NUMBER		GRADE/STATUS
ORGANIZATION OR ADDRESS			

RIGHTS WAIVER CERTIFICATE

RIGHTS

The investigator whose name appears below told me that he is with the United States Army ____________ ____________ and wanted to question me about the following offense(s) of which I am suspected/accused: ____________

____

Before he asked me any questions about the offense(s), however, he made it clear to me that I have the following rights:

1. I do not have to answer any questions or say anything.
2. Anything I say or do can be used as evidence against me in a criminal trial.
3. *(For personnel subject to the UCMJ)* I have a right to talk to a lawyer before or after questioning or have a lawyer present with me during questioning. This lawyer can be a civilian lawyer of my own choice at my own expense or a military lawyer detailed for me at no expense to me. Also, I may ask for a military lawyer of my choice by name and he will be detailed for me if his superiors determine he is reasonably available.
3. *(For civilians not subject to the UCMJ)* I have a right to talk to a lawyer before or after questioning or have a lawyer present with me during questioning. If I cannot afford a lawyer and want one, arrangements will be made to obtain a lawyer for me.
4. If I am now, willing to discuss the offense(s) under investigations, with or without a lawyer present, I have a right to stop answering questions at any time or speak to a lawyer before answering further, even if I sign the waiver below.

WAIVER

Understanding my rights as stated above, I am now willing to discuss the offense(s) under investigation without a lawyer being present.

WITNESSES *(If available)*:

____________ *Signature of interviewee*

____________ *Signature of investigator*

Organization or address and phone

____________ *Typed name of investigator*

____________ *Investigator's organization*

Organization or address and phone

NON-WAIVER

I do not want to give up my rights:

☐ I want a lawyer.
☐ I do not want to be questioned or say anything.

____________ *Signature of interviewee*

ATTACH THIS WAIVER CERTIFICATE TO ANY SWORN STATEMENT (DA FORM 2823) SUBSEQUENTLY EXECUTED BY THE SUBJECT SUSPECT ACCUSED

DA FORM 1 JUL 72 3881 REPLACES DA FORM 2820, 1 OCT 67 WHICH IS OBSOLETE.

Figure 1.

RIGHTS WARNING PROCEDURE

A. *THE WARNING*

Inform the suspect/accused of:

1. Your official position.
2. Nature of offense(s).
3. The fact that he is a suspect/accused.

Then advise the suspect/accused of his rights as follows:

"BEFORE I ASK YOU ANY QUESTIONS, YOU MUST UNDERSTAND YOUR RIGHTS."

1. YOU DO NOT HAVE TO ANSWER MY QUESTIONS OR SAY ANYTHING.

2. ANYTHING YOU SAY OR DO CAN BE USED AS EVIDENCE AGAINST YOU IN A CRIMINAL TRIAL.

3. *(FOR PERSONNEL SUBJECT TO THE UCMJ)* YOU HAVE A RIGHT TO TALK TO A LAWYER BEFORE OR AFTER QUESTIONING OR HAVE A LAWYER PRESENT WITH YOU DURING QUESTIONING. THIS LAWYER CAN BE A CIVILIAN LAWYER OF YOUR OWN CHOICE AT YOUR OWN EXPENSE OR A MILITARY LAWYER DETAILED FOR YOU AT NO EXPENSE TO YOU. ALSO, YOU MAY ASK FOR A MILITARY LAWYER OF YOUR CHOICE BY NAME AND HE WILL BE DETAILED FOR YOU IF HIS SUPERIORS DETERMINE HE IS REASONABLY AVAILABLE.

3. *(FOR CIVILIANS NOT SUBJECT TO THE UCMJ)* YOU HAVE A RIGHT TO TALK TO A LAWYER BEFORE OR AFTER QUESTIONING OR HAVE A LAWYER PRESENT WITH YOU DURING QUESTIONING. IF YOU CANNOT AFFORD A LAWYER AND WANT ONE, ARRANGEMENTS WILL BE MADE TO OBTAIN A LAWYER FOR YOU.

4. IF YOU ARE NOW WILLING TO DISCUSS THE OFFENSE(S) UNDER INVESTIGATION, WITH OR WITHOUT A LAWYER PRESENT, YOU HAVE A RIGHT TO STOP ANSWERING QUESTIONS AT ANY TIME OR SPEAK TO A LAWYER BEFORE ANSWERING FURTHER, EVEN IF YOU SIGN A WAIVER CERTIFICATE.

Make certain the suspect/accused fully understands his rights.

B. *THE WAIVER*

"DO YOU WANT A LAWYER AT THIS TIME?"

(If the suspect/accused says "yes," stop the questioning until he has a lawyer). (If the suspect/accused says "no," ask him the following question).

"AT THIS TIME, ARE YOU WILLING TO DISCUSS THE OFFENSE(S) UNDER INVESTIGATION?"

(If the suspect/accused says "no," stop the interview and have him read and sign the non-waiver section of the waiver certificate on the other side of this form). (If the suspect says "yes," have him read and sign the waiver section of the waiver certificate on the other side of this form).

C. *SPECIAL INSTRUCTIONS*

WHEN SUSPECT/ACCUSED REFUSES TO SIGN WAIVER CERTIFICATE: If the suspect/accused orally waives his rights but refuses to sign the waiver certificate, you may proceed with the questioning. Make notations on the waiver certificate to the effect that he has stated that he understands his rights, does not want a lawyer, wants to discuss the offense(s) under investigation, and refuses to sign the waiver certificate.

IF WAIVER CERTIFICATE CANNOT BE COMPLETED IMMEDIATELY: In all cases the waiver certificate must be completed as soon as possible. Every effort should be made to complete the waiver certificate before any questioning begins. If the waiver certificate cannot be completed at once, as in the case of street interrogation, completion may be temporarily postponed. Notes should be kept on the circumstances.

PRIOR INCRIMINATING STATEMENTS:

(1) If the suspect/accused has made spontaneous incriminating statements before being properly advised of his rights, he should be told that such statements do not obligate him to answer further questions.

(2) If suspect/accused was questioned as such previously without being properly advised of his rights, he should be told that statements made at that time cannot be used against him and do not obligate him to answer further questions.

NOTE: If (1) or (2) apply, the fact that the suspect/accused was advised accordingly should be noted on the waiver certificate and initialed by the suspect/accused.

Figure 1. Continued.

REFERENCES:

Manual for Courts-Martial, United States, 1969 (Revised Edition) (MCM)

FM 27-1, Legal Guide for Commanders, Sep 74

TASK NUMBER: 181-909-5000

RECOMMEND NONPUNITIVE DISCIPLINARY MEASURES

CONDITIONS:

Given a situation where nonpunitive disciplinary measures may be applicable and a request from your commander for a recommendation for a clarification of procedures.

STANDARDS:

Your recommendation must be based on the applicable nonpunitive disciplinary measures and the requirements for each.

PERFORMANCE MEASURES:

1. Nonpunitive disciplinary measures are **administrative** actions **rather than punitive** actions. They are distinct from judicial and nonjudicial procedures which deal with punishment and penalty rather than correction. Nonpunitive disciplinary measures give the commander a means of dealing fairly with the less significant acts of misconduct which do not themselves warrant court-martial or Article 15 action, yet demand corrective action to prevent repetition. A number of these measures can be used to show the soldier his error without marking his career permanently.

2. Nonpunitive disciplinary measures include:

a. Admonitions and reprimands.

b. Counseling.

c. Corrective training.

d. Withholding of privileges/benefits.

e. Evaluation reports.

f. Administrative reductions.

g. Revocation of security clearances.

h. Bar to reenlistment.

g. MOS reclassification.

3. **Admonitions** and **reprimands** may be **oral or written.** An **admonition** is a warning that an act is considered to be misconduct and will get some further response from the commander if it is repeated; a

reprimand is a strong criticism, rebuke, or "chewing out" for failure to meet standards. Admonitions and reprimands are administrative corrective measures. They should be issued only for a specific act of misconduct and not for a period of time as with an evaluation report. A corrective admonishment or reprimand can be given at any level of authority, from the NCO to the commander. **Oral** admonitions and reprimands are delivered at the place and in the manner the commander chooses. A **written admonition and reprimand** is prepared as a letter and is submitted through channels to the soldier's personnel section for inclusion in the temporary section of his field 201 file. It remains there until the soldier is transferred or separated from the Army, or until the administering commander requests its removal by a subsequent letter through channels. A copy of the admonition or reprimand should be given to the soldier. Since an admonition or reprimand may also be imposed as nonjudicial punishment, a **statement** should be included that it is imposed administratively and not as punishment under Article 15. Remember that, prior to any adverse information being placed in a personnel file, the individual involved should be given the right to submit rebuttal information, as required by AR 600-37.

4. **Counseling** consists of advising the soldier of his misconduct or wrongdoing but also includes an attempt by the counselor to determine the reasons behind the misconduct or wrongdoing. Counseling may be written but is usually **oral.** It may be done by the commander, his representative, or an NCO. Sometimes counseling takes the form of a discussion or instruction over an extended period. It may result in the use of professional counselors such as a chaplain, judge advocate, psychiatrist, debt counselor, or marriage counselor.

5. **Corrective training** is useful when the soldier has demonstrated that he needs and would benefit from additional training. This may be applied at any level of responsibility for instruction. Corrective training should only be applied when it is directly related to the soldier's deficiency. If timely and appropriate, extra training may achieve a corrective effect and avoid the need for punitive action. This training is not to be administered as punishment or give the appearance of punishment. Punishment may be imposed only by proceedings under Article 15, UCMJ, or by a court-martial.

6. **Withholding of privileges/benefits** may serve a corrective purpose as an incentive for improved behavior. The commander has the power to withhold privileges to maintain good order and discipline. Where the commander is authorized to confer a benefit at his discretion, he may withhold this benefit when a soldier demonstrates a lack of readiness, fitness, or responsibility for the benefit, award, or promotion. Such benefits are not limited to passes and promotions. Privileges over which the commander has no direct control (driving on post, living in government quarters, using the PX or commissary) can be terminated by the appropriate commander on the recommendation of the unit commander. It is critical to insure that the privilege withheld has a significant relationship to the offense. Revoking driving privileges, for example, is not appropriate as a corrective action for an assault on a person. On the other hand, revoking PX

privileges may be appropriate for the case of a soldier guilty of disorderly conduct at the PX. When the commander has direct control over the grievance, he simply informs the offender that the privilege or benefit has been revoked. When a higher authority controls the activity, the unit commander submits a DF requesting revocation of the privilege and stating the grounds for his request.

7. **Evaluation reports** may have a serious effect on the promotion, assignment, and type discharge of a career soldier if the commander judges a less-than-excellent rating to be appropriate. Evaluation reports on all assigned soldiers are submitted by the commander for a specific period to the individual's personnel section.

8. **Administrative reductions.** The unit commander may administratively reduce assigned personnel for misconduct or inefficiency in accordance with paragraph 7-63 through 7-66 of AR 600-200.

a. A soldier may be reduced for misconduct by one or more grades if convicted by a civil court or adjudged a juvenile offender. Reduction of soldiers above the grade of E4 requires the recommendation of a reduction board. No board is required for pay grades E4 and below. **When an E4 or below is reduced,** the unit commander must submit a letter through the personnel section notifying it of the summary reduction for misconduct, requesting publication of reduction orders and inclosing as an attachment a copy of the civil decree on which the reduction is based. **When an E5 or E6 is reduced,** a board must be convened by the commander authorized to reduce from the highest grade currently held. This board must consist of a minimum of five members. **To reduce an E7 or above**, a board must be convened by a commander of an organization authorized a commander in the grade of 06 or higher. This board will be composed of at least five members including officers and NCOs. Convening authorities may approve or disapprove any portion of the board's recommendation as long as the severity of the board's recommendation is not increased. All reductions will be announced by orders published IAW AR 310-10. Commanders are obligated to inform soldiers of their right to appeal. Appeal procedures are stipulated in paragraph 7-65 of AR 600-200.

b. A soldier may be reduced for inefficiency based on a commander's personal knowledge and observations over a reasonable period. A commander who intends to exercise his authority to reduce a soldier for inefficiency must notify the soldier by letter of intent and the grounds for reduction. The soldier must acknowledge receipt by indorsement and may submit a rebuttal. The commander then requests by letter through channels that reduction orders be published. If the soldier is reduced, then he or she must be furnished, by indorsement, a copy of the orders and informed of his right to appeal under provisions of paragraph 7-65 of AR 600-200. The soldier must acknowledge receipt by indorsement and accept the reduction or state his or her intention to appeal. If there is no appeal, then all correspondence will be forwarded to the next higher reduction authority for review. Upon completion of the action, the soldier will be notified of any corrective action taken, and the file will be returned to the organization holding the individual's military personnel records jacket (MPRJ) to be

retained in his records for 2 years and then destroyed. Soldiers **above the pay grade of E4** will not be reduced without a board action. Board action requirements are essentially the same as for reductions for misconduct.

9. **Revocation of security clearance.** Commanders with reason to doubt the reliability and trustworthiness of a soldier should take action to revoke or to suspend his or her security clearance to deny access to classified information. Conduct meriting revocation or suspension of security clearance includes **criminal and immoral activities, habitual use of drugs, excessive use of alcohol, excessive indebtedness, and repeated AWOL.** When a commander intends to revoke a security clearance, he must notify the soldier concerned, explain the reason for the action, and offer the soldier reasonable opportunity to refute or explain the derogatory information that is the basis for the action. **Notification** is not necessary for soldiers who have been **dropped from the rolls** or who have been **confined after conviction** for a criminal offense by a civil court or a court-martial. The commander then forwards his recommendation to the clearance authority. There is no formal right of appeal though informal channels exist, such as appealing to the next higher commander or filing an IG complaint.

10. **Bar to reenlistment.** The commander may recommend the **bar to reenlistment** of any unsuitable or untrainable soldier within his command when a discharge for misconduct or unsuitability is inappropriate. (See task: **Recommend a bar to reenlistment.**)

11. **MOS reclassification. The commander must recommend reclassification** of any MOS awarded to any soldier if the soldier commits certain acts of misconduct and should do so when inefficiency exists.

12. **Miscellaneous.** You must become familiar with local policies and directives which may further amplify or qualify the broad area of nonpunitive disciplinary measures. These measures are useful tools for corrective actions within any unit.

REFERENCES:

AR 27-10, Military Justice, Nov 68, C17 (chap 3, para 3-5)
AR 600-37, Unfavorable Information, May 77 (chap 1, para 1-1 thru 1-4; chap 2, para 2-1 thru 2-7; chap 6, para 6-1 thru 6-4)
AR 600-200, Enlisted Personnel Management System, Mar 65 (chap 2, para 2-29 thru 2-31, 2-43 thru 2-47; chap 7, para 7-63 thru 7-65; chap 8, para 8-6, 8-7, and 8-13)
AR 601-280, Army Reenlistment Program, Jul 77 (chap 1, para 1-31 thru 1-35)
AR 604-5, Clearance of Personnel for Access to Classified Defense Information and Material, May 72 (chap 2, para 2-1 thru 2-4; chap 4, para 4-3, and table 2-1)
AR 630-5, Leave, Passes, Administrative Absence, and Public Holidays, Jun 75, C2 (chap 10, para 10-1 thru 10-5)
AR 640-10, Individual Military Personnel Records, Apr 73 (chap 1, para 1-1 thru 1-9, app A, items 14 and 23)

FM 27-1, Legal Guide for Commanders, Sep 74 (chap 8)
DA Pam 27-14, Legal Guide for the Soldier, Mar 73 (chap 3, para 3-3.1 thru 3-3.8)
TEC Lesson 909-071-0045-F, Disposition of Charges Under UCMJ

TASK NUMBER: 071-332-5612

RECOMMEND JUDICIAL (COURT-MARTIAL) AND NONJUDICIAL (ARTICLE 15) ACTIONS TO COMMANDER

CONDITIONS:

Given a situation where punitive disciplinary measures may be applicable and a request from your commander for a recommendation.

STANDARDS:

Your recommendation must be based on the applicable punitive disciplinary measures and the requirements for each.

TRAINING TIPS:

1. As a senior enlisted service member, you are a key assistant to your commander in administering discipline in the unit. Your subordinates are going to ask you questions about disciplinary actions which may involve them. Another part of your job is to advise the commander about what action you feel should be taken to correct a disciplinary problem.

2. The way disciplinary problems are handled is largely a matter of choices or options. You must know the options available to the commander so that you can advise him and answer your subordinates' questions.

3. When you make a recommendation to the commander, you must always keep the goals of discipline in mind. One main goal of discipline is rehabilitation, which simply means that when you discipline a soldier, it is done in such a way that both the Army and the soldier will benefit from it. Remember that discipline involves individuals. You are not only dealing with a discipline problem, but you are also dealing with people. The option you pick must fit the individual as well as the crime.

4. The basic rule to follow in choosing an option is to pick the lowest level of disciplinary action that is adequate and appropriate to handle the problem. So you should always consider the lowest level of disciplinary measure first and pick that option unless it is not adequate or appropriate. The options available are:

a. Nonpunitive disciplinary measures.

b. Nonjudicial punishment (Article 15).

c. Summary court-martial.

d. Special court-martial.

e. BCD special court-martial.

f. General court-martial.

PERFORMANCE MEASURES:

1. Before you make any recommendation to the commander, conduct a thorough investigation of the alleged violation(s) of the Uniform Code of Military Justice (UCMJ). If the alleged violation(s) cannot be substantiated to warrant punitive disciplinary action, the matter must be dismissed, or a nonpunitive measure may be chosen. If a UCMJ violation was committed:

a. Consider the nature and seriousness of the alleged offense.

b. Consider the soldier — his or her background, past record and performance in the unit.

2. Options available for your recommendation:

a. Nonpunitive Disciplinary Measures. These measures are administrative rather than punitive actions. They can be used to deal fairly with acts of misconduct which do not themselves warrant court-martial or Article 15 action, yet demand corrective action to prevent repetition. (See task: 181-909-5000, **Recommend Nonpunitive Disciplinary Measures.**)

b. Nonjudicial Punishment (Article 15). This is the lowest level of punitive actions which deals with punishment and emphasizes imposition of a penalty rather than correction. An Article 15 is appropriate for minor offenses where nonpunitive action is not suited to the case but the incident is not serious enough to warrant a court-martial. Nonjudicial punishment may be used to correct, educate, and reform offenders who have shown that they cannot benefit by lesser disciplinary measures.

c. Summary Court-Martial. This is the lowest level trial court in the Army. It is designed for disposing of relatively minor offenses under a simple form of procedure. The punishment powers of a summary court-martial are outlined in figure 1. No discharge can be adjudged and no more than a 1-month confinement or forfeiture of pay can be imposed. For E-5's and above, the summary court-martial may not adjudge confinement, hard labor without confinement, or a reduction greater than one grade.

NOTE: Punishment may not be imposed under Article 15 upon any member of the armed forces who has, before the imposition of the punishment under that article, demanded trial by court-martial in lieu of the punishment thereunder. He also has the right, in all cases, to refuse trial by summary court-martial. Thus, if a serviceman or servicewoman refuses both punishment under Article 15 and trial by summary court-martial, he or she may then be tried, if at all, only by a special or general court-martial.

d. Special Court-Martial (non-Bad Conduct Discharge (BCD)). This is the intermediate court in the military legal system. It has more sentencing power than the summary court-martial but less than the general court-martial (figure 1). No discharge can be adjudged. Confinement and pay

forfeitures are limited to 6 months. The special court-martial may try anyone subject to the UCMJ for any noncapital offense.

e. BCD Special Court-Martial. This court-martial is basically the same as the non-BCD special court-martial except that this court-martial has the power to include a bad conduct discharge in the sentence. The BCD special court-martial gives an option for those cases where the soldier deserves a punitive discharge but where the charges are not serious enough to serve more than a 6-month confinement.

f. General Court-Martial. The general court-martial is the highest level of court-martial in our system. This court-martial tries military personnel for the most serious types of crimes. It may adjudge the most severe sentences authorized by law.

TYPE	CHL	FORFEITURES	PUNITIVE DISCHARGE
SUMMARY	1 month*	2/3 per month (1 month)	NONE
SPECIAL	6 months**	2/3 per month (6 months)	NONE
BCD SPECIAL	6 months***	2/3 per month (6 months)	BCD***
GENERAL	See TABLE OF MAXIMUM PUNISHMENT	Total Forfeitures	BCD DD Dismissal (Officers)

* A summary court-martial may only impose confinement at hard labor (CHL) and hard labor without confinement on persons in the grade of E4 and below.

** A special court-martial may only impose CHL on enlisted persons.

*** In order to impose a BCD, a Special Court-Martial must:
(1) Be convened by a General court-martial convening authority.
(2) Have a military judge detailed.
(3) Have a defense counsel within the meaning of Article 27(b).
(4) Have a verbatim record of trial.

Figure 1. Court-martial maximum punishment.

REFERENCES:

Manual for Courts-Martial, United States, 1969 (Revised Edition), (para 14, 15, 16, 30, 126, 127)
FM 27-1, Legal Guide for Commanders, Sep 74 (chap 1)
DA Pam 27-14, Legal Guide for the Soldier, Mar 73 (chap 1, sec VI; chap 6; app A)
TEC Lesson 909-071-0045-F, Dispositon of Charges Under UCMJ

TASK NUMBER: 121-030-3510

REVIEW THE UNIT MANNING REPORT (UMR)

CONDITIONS:

Given access to the latest unit manning report (UMR) pertaining to your section or unit, AR 600-200, AR 611-201, and personal knowledge of the manning requirements of your section or unit.

STANDARDS:

1. Verify that every soldier in your unit or section is assigned to a duty position IAW his grade and MOS.

2. Identify every soldier in grade E6 or higher who has not been awarded a secondary MOS (SMOS), and take corrective action IAW performance measure 5.

3. Insure that replacements have been requisitioned for departing personnel.

TRAINING NOTE:

Of all the SIDPERS output reports, the UMR is the only one sent to the supervisor as a matter of course. This report tells the supervisor what positions are authorized within his section or unit and who is currently assigned to each authorized position. It also tells him what additional qualifications each individual possesses and when each soldier is scheduled to depart (if known).

PERFORMANCE MEASURES:

1. When you receive an updated UMR, locate the part of the report pertaining to your section or unit.

2. Check the UMR by position number (POSNO) and incumbent to be sure that:

a. Every soldier is actually performing the duties of the position to which he is assigned.

b. Every soldier meets the qualifications required by his assigned position (including ASI, if applicable). **See AR 600-200, chapter 3.**

3. Reposition any individual who does not meet the requirements of his assigned position IAW the provisions of **AR 600-200, chapter 3, Table 3-1.**

a. If possible, reassign the soldier within your section or unit. Then submit a request for POSNO change through channels.

b. If you cannot use the soldier properly within your section or unit, report this fact to your supervisor so the soldier may be reassigned to another section or unit.

4. Check the UMR to determine whether or not every soldier in grade E6 or higher has been awarded a SMOS.

5. If any soldier in grade E6 or higher does not already possess a SMOS, take the following actions:

a. Interview the soldier to determine whether or not he is qualified for another MOS, preferably in a career management field other than that of his primary MOS (PMOS).

b. Check the soldier's qualifications against the requirements for award of the SMOS outlined in **AR 611-201, chapter 3.**

c. If the soldier meets the requirements for award of the MOS, help him to initiate a request for award of the SMOS.

d. If the soldier does not meet the requirements for award of the MOS, recommend to your supervisor that the soldier be placed **immediately** in a **formal** on-the-job training status for the purpose of qualifying for award of the SMOS.

6. Identify any personnel having departure dates within the next 5 months (9 months, if outside CONUS).

7. Verify, through channels, that requisition action has been taken to acquire replacements for any personnel identified in performance measure 6.

REFERENCES:

AR 600-200, Enlisted Personnel Management System, Mar 65
AR 611-201, Enlisted Career Management Fields and Military Occupational Specialities, Oct 73

TASK NUMBER: 121-030-5010

REVIEW PERSONNEL QUALIFICATION RECORD, PART I (DA FORM 2)

CONDITIONS:

Given copies of DA Form 2 with items completed and/or corrected and access to DA Pam 600-8-1, AR 340-15, a red pen or pencil, and standard office supplies.

STANDARDS:

The first sergeant will insure that:

1. Information entered on the DA Form 2 is correct.

2. Changes or corrections are marked IAW procedure 4-8, DA Pam 600-8-1.

3. Corrected copies of the DA Form 2 are forwarded IAW procedure 4-8, DA Pam 600-8-1.

TRAINING NOTE:

The DA Form 2 is an important part of the soldier's military personnel records. Information contained on the form is used to determine assignments, promotions, discharge, or retirement. The form provides information to help you effectively manage soldiers assigned or attached to your unit. The DA Form 2 is furnished to the unit quarterly in a four-copy set for reconciliation by the individual. (It is also provided as a four-copy set as the result of an inquiry by the Military Personnel Officer (MILPO) or unit commander.) Finally, it is produced in a two-copy set — one copy for the MILPO and one copy for the unit — as the result of an incoming reassignment action. Procedure 4-8, DA Pam 600-8-1, provides detailed explanation of the form and instructions for correcting items and forwarding the form.

PERFORMANCE MEASURES:

1. When you receive copies 3 and 4 of the DA Form 2, check first to be sure that all soldiers are actually assigned or attached to your unit.

2. If any soldier is not assigned or attached, forward copies 3 and 4 of the DA Form 2 to the PAC by means of a routing slip. On the routing slip, show the soldier's new unit of assignment.

DISPOSITION FORM

For use of this form, see AR 340-15, the proponent agency is TAGCEN.

REFERENCE OR OFFICE SYMBOL	SUBJECT
AMINC	DA Form 2, Personnel Qualification Record--Part 1--Reconciliation

TO	FROM	DATE
Cdr, 1st Bn 2d Inf Ft Defense, VA 22310	Cdr, Co A, 1st Bn 2d Inf Ft Defense, VA 22310	17 Mar 74

Copy(ies) 3 of DA Form 2 for the following individuals of this unit are returned for your action for reasons indicated:

GRADE, NAME, SSN	REASON
SP4 Adams, John H. 678901234	Correction to data appearing in items 21 and 37 as posted.
MSG Bently, Roy P. 234567890	Change to item 59 as posted.

2 Incl
as

TERRY E. LEADER
CPT, Inf
Commanding

MINC (17 Mar 74)

TO MILPO
99th Inf Div
Ft Defense, VA 22310

FROM Cdr, 1st Bn
2d Inf
Ft Defense, VA 22310

DATE 18 Mar 74 CMT 2

Copy(ies) 3 of DA Form 2 for individuals of Company A, 1st Bn, are returned for reasons indicated in CMT 1.

2 Incl
nc

JOHN L. RUFF
LTC, Inf
Commanding

DA 2496 REPLACES DD FORM 96 WHICH IS OBSOLETE

Figure 1.

3. Give the appropriate copy 3 of the DA Form 2 to each soldier who is assigned or attached. Tell the soldier to check the information on the form carefully and to report any changes or corrections to you. (NOTE: **Every item in a box applies to officers. Every item in a circle applies to enlisted personnel only. Any item not boxed or circled applies to both officers and enlisted personnel. Certain item numbers are explained on the reverse side of the DA Form 2. All other items are self-explanatory.**)

4. When the soldier has reviewed his DA Form 2, go over it with him. Be sure to mark and correct the form as follows:

a. Circle in red any missing or incorrect information.

b. Enter changes or corrections, as needed, just above the incorrect data elements on the individual's copy (copy 3) and the unit copy (copy 4). Be sure the changes or corrections are neat and clear.

c. Circle in red all corrections or changes to be made by the MILPO.

5. When all the DA Forms 2 have been reviewed, draft a disposition form (DF) (DA Form 2496) to transmit copy (copies) 3 for correction. (Figure 1 is an example of a DF used for this purpose.) See AR 340-15, chapter 4.

6. Send the draft DF to the PAC for typing.

7. When the DF has been typed, obtain the commander's signature and attach all DA Forms 2 (copy 3) that are to be transmitted. Then dispatch the DF.

8. Follow up to insure that the PAC submits input transactions appropriate to unit level procedures.

REFERENCES:

AR 340-15, Preparing Correspondence
DA Pam 600-8-1, SIDPERS User Manual, Unit Level Procedures, C1, Dec 76

TASK NUMBER: 121-030-5002

REVIEW PERSONNEL DATA — SIDPERS (SHORT TITLE: PDC-SIDPERS) (DA FORM 2475-2)

CONDITIONS:

Given a completed DA Form 2475-2 which is supposed to be correct and up to date as of today, and access to DA Pam 600-8-1 and standard office supplies and equipment.

STANDARDS:

1. Review the DA Form 2475-2 to be sure that all entries have been made IAW DA Pam 600-8-1, chap 5.

2. Identify any incorrect entries on the DA Form 2475-2, and notify the responsible clerk of any corrective action required.

TRAINING NOTE:

The DA Form 2475-2 (Personnel Data — SIDPERS) is a two-part form. Part I (front) contains personal and certification information about the soldier. Part II (back) contains SIDPERS input and leave data. This form provides a local source of personnel data for use within the unit. It is also the legal record of all SIDPERS transactions submitted for a soldier during his assignment to the unit. For these reasons, it is vital that the DA Form 2475-2 be up to date and accurate.

PERFORMANCE MEASURES:

1. After receiving a completed DA Form 2475-2 for review, check to be sure that the items headed ORGANIZATION (UPC) and UNIT/STATION are filled out as follows:

a. If the soldier is a member of a non-CABL unit, this information must be either typed or printed in black or blue-black ink.

b. If the soldier is a member of a CABL unit, these entries may be typed, printed in black or blue-black ink, or printed in pencil.

NOTE: If these items contain pencil entries, they must be converted — that is, typed or printed in black or blue-black ink — when the soldier is separated, makes a permanent change of station (PCS), or is dropped from the rolls (DFR).

2. Check items 1, 2, 4, and 11 on the DA Form 2475-2 to be sure they have been either typed or printed legibly in black or blue-black ink with a fine-point pen. **(NOTE: Felt-tip pens are not to be used anywhere on this form.)**

3. Check to be sure that items 3, 9, 10, 12, and 13 contain entries which are printed legibly in pencil.

4. Check items 5, 6, 7, and 8 according to the following criteria:

a. All units other than Army Training Center units and activities must print these entries in pencil.

b. Army Training Center units and activities may place printed pencil entries in these items. Such units may also use preprinting, overprinting, or stamping.

5. Check to be sure that items 14 and 15 have been left blank. **(NOTE: These items are reserved for future use by Headquarters, Department of the Army.)**

6. Scan the REMARKS section to be sure that all entries are printed legibly in pencil.

7. Now you are ready to review the back of the DA Form 2475-2. First, check the NAME and SSN blocks at the top to be sure that the soldier's full name and social security number have been either typed or printed in black or blue-black ink. **(NOTE: This is a requirement for PDC — SIDPERS cards initiated after 15 July 1977.)**

8. Check Part II of the DA Form 2475-2 to make sure that an entry has been typed or printed in black or blue-black ink to show each SIDPERS transaction submitted on the soldier since his assignment to the unit.

9. While reviewing Part II, check to be sure that PDY/OLV and OLV/PDY entries have the DATE REPORTED space left blank and NOT SUBM entered in pencil in the REMARKS space **unless** the soldier is on leave when a change in his duty status occurs. If this happens, make sure the status change from duty to leave is submitted.

10. Check to be certain that the number and the date of the cycle have been entered in the CYCLE/DATE column beside each entry in Part II. Check also to be sure that an "X" has been placed in either the P (processed) column or the U (unprocessed) column to show that the entry either did or did not process into the SIDPERS system.

11. Check the REMARKS column for legibility and pertinence. It may contain any information that concerns the entry on the same line.

12. If you have found any errors on the DA Form 2475-2, notify the responsible clerk to take the necessary corrective action.

REFERENCES:

DA pam 600-8-1, Unit Level Procedures, Dec 76, C2 (chap 5)

TASK NUMBER: 071-332-5310

REVIEW/MARK SENSE FORMS

CONDITIONS:

Given completed SIDPERS mark sense forms that reflect personnel changes and access to DA Pam 600-8-1.

STANDARDS:

You must insure that data elements in the Control Data Area and Action Data Area are correctly entered and marked on the form. These data elements are:

1. Control Data Area

   a. Date.

   b. Transaction mnemonic.

   c. Individual's name.

   d. Individual's social security number.

   e. Your originator code.

2. Action Data Area

Data elements in this area must be IAW the transaction procedure described in DA Pam 600-8-1, chapter 2.

TRAINING NOTES:

Review of mark sense forms and corrections of mistakes found will insure that transactions are processed on a timely basis.

1. Letter and numbers are printed normally in each box except for:

   a. The letter "O" which is underlined: <u>O</u>.

b. The number zero which is slashed Ø.

c. The letter "I" which has bold lines on the top and bottom: I.

d. The letter Z which has a bar through its center: Ƶ.

e. The number "two" which is printed as a digit: 2.

2. The date is always expressed as year-month-day (each in two digits); for example, 2 April 1976 would be 7 6 Ø 4 Ø 2.

3. The correct transaction mnemonic is determined by simplified tables in **procedure 2-1**, of DA Pam 600-8-1, chapter 2, and is marked with a letter code.

4. The first five letters of the last name are entered in the name box. If the name has less than five letters, leave one blank box after the last name and enter as many letters of the first name as possible.

5. The social security number (SSN) is entered in the nine boxes provided for it.

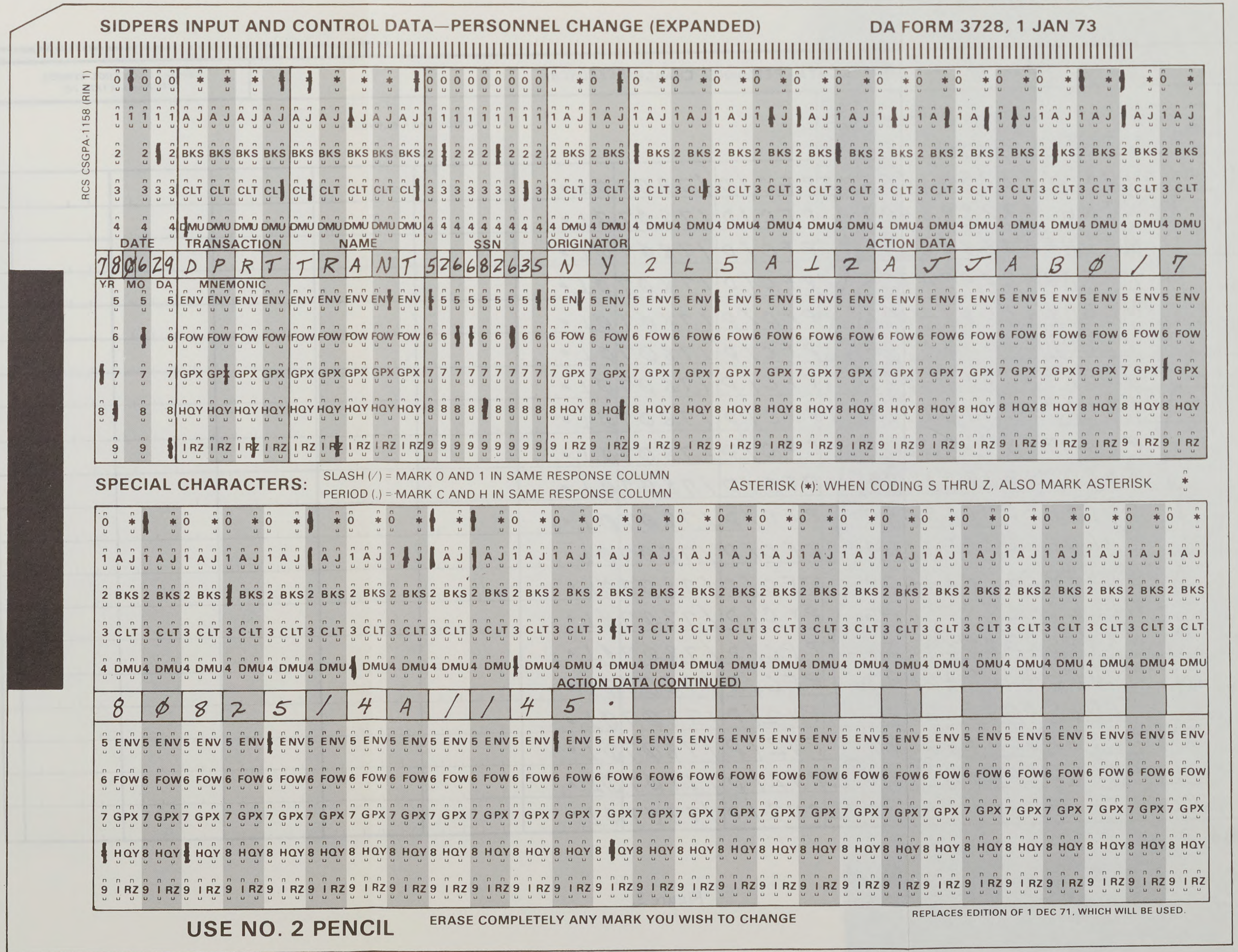
6. Originator code is a two-number code. These codes are available through your SIDPERS Interface Branch (SIB).

7. The data elements of the action data area are found in each transaction procedure. The procedure is identified by transaction in the tables provided in **procedure 2-1** of the user manual.

8. Special punctuation is required in the action data area. A slash (/) is required between data elements and each transaction requires a period to end it.

9. Each character entered into a box, to include periods and slashes, must be marked in the sense block with a No. 2 pencil IAW the instruction on each form.

10. Detailed instructions can be found in chapter 2 and the applicable transaction procedure in DA Pam 600-8-1.


SIDPERS INPUT AND CONTROL DATA—PERSONNEL CHANGE (EXPANDED) DA FORM 3728, 1 JAN 73

RCS CSGPA-1158 (RIN 1)

DATE | TRANSACTION | NAME | SSN | ORIGINATOR | ACTION DATA

780629 D P R T T R A N T 576682635 N Y 2 L 5 A I Z A J J A B Ø / 7

YR MO DA MNEMONIC

SPECIAL CHARACTERS: SLASH (/) = MARK 0 AND 1 IN SAME RESPONSE COLUMN
PERIOD (.) = MARK C AND H IN SAME RESPONSE COLUMN

ASTERISK (*): WHEN CODING S THRU Z, ALSO MARK ASTERISK

ACTION DATA (CONTINUED)

8 Ø 8 2 5 / 4 A / / 4 5 .

USE NO. 2 PENCIL ERASE COMPLETELY ANY MARK YOU WISH TO CHANGE

REPLACES EDITION OF 1 DEC 71, WHICH WILL BE USED.

Figure 1.

NOTE: Number in parenthesis indicate columns where data is to be punched.

SIDPERS INPUT AND CONTROL DATA - PERSONNEL CHANGE *(KEYPUNCH)*

REPORTS CONTROL SYMBOL CSGPA-1158 (RIN 11)

TRANSACTION DATE (1-6)	TRANSACTION MNEMONIC (7-10)	NAME (11-15)	SOCIAL SECURITY NUMBER (16-24)	ORIGINATOR (25-26)	ACTION DATA ELEMENTS (27-67)
78Ø7Ø6	GRCH	JORDA	33Ø543Ø55	3E	PFC/D/78Ø7Ø1.
		KING	422883599		PFC/D/78Ø7Ø1.
		MAINE	5Ø8868598		PFC/D/78Ø7Ø1.
		MCFAR	42Ø924925		PFC/D/78Ø7Ø1.
		MCGOW	425Ø84272		PFC/D/78Ø7Ø1.
		MITCH	243134546		PFC/D/78Ø7Ø1.
		OTERO	527179Ø91		PFC/D/78Ø7Ø1.
		PIERC	2937Ø1119		PFC/D/78Ø7Ø1.
		PLUMP	587844276		PFC/D/78Ø7Ø1.
		REID	23Ø821694		PFC/D/78Ø7Ø1.
		SMITH	3ØØ643599		PFC/D/78Ø7Ø1.
		VALDE	262451359		PFC/D/78Ø7Ø1.
		WILEY	257Ø44679		PFC/D/78Ø7Ø1.
		WILLI	4178Ø7Ø55		PFC/D/78Ø7Ø1.
		YATES	238Ø23Ø34		PFC/D/78Ø7Ø1.
		YOUNG	436Ø46692		PFC/D/78Ø7Ø1.
		JONES	3Ø8646595		PV2/D/78Ø7Ø1.
		DELGA	549Ø6638Ø		PV2/D/78Ø7Ø1.
		CROSB	249Ø61789		PV2/D/78Ø7Ø1.
	GRCH	HENDE	587726355	3E	PV2/D/78Ø7Ø1.

DA FORM 1 DEC 71 3813

Figure 2.

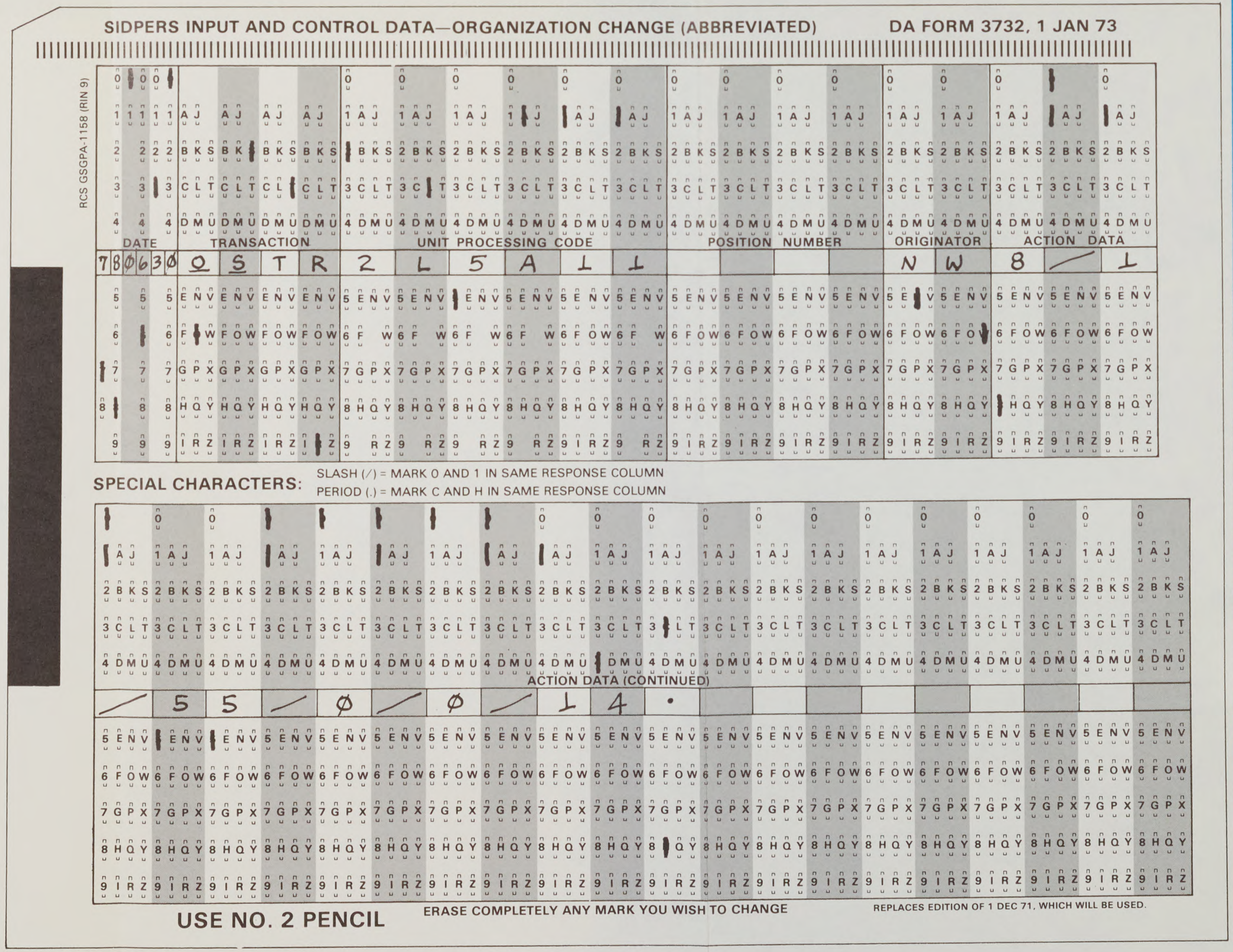

SIDPERS INPUT AND CONTROL DATA—ORGANIZATION CHANGE (ABBREVIATED)
DA FORM 3732, 1 JAN 73
RCS GSGPA-1158 (RIN 9)
DATE
TRANSACTION
UNIT PROCESSING CODE
POSITION NUMBER
ORIGINATOR
ACTION DATA
780630 Q S T R 2 L 5 A 1 1
N W 8 / 1
SPECIAL CHARACTERS:
SLASH (/) = MARK 0 AND 1 IN SAME RESPONSE COLUMN
PERIOD (.) = MARK C AND H IN SAME RESPONSE COLUMN
ACTION DATA (CONTINUED)
/ 5 5 / Ø / Ø / 1 4 .
USE NO. 2 PENCIL
ERASE COMPLETELY ANY MARK YOU WISH TO CHANGE
REPLACES EDITION OF 1 DEC 71, WHICH WILL BE USED.

Figure 3.

PERFORMANCE MEASURES:

1. If the input form is a DA Form 3728 (figure 1) or 3813 (figure 2), insure that the form is properly completed by verifying that:

a. The correct date is properly entered in numerals.

b. The correct transaction mnemonic has been entered for the action being reported.

c. The name block has been properly completed.

d. The individual's social security number has been properly entered.

e. The clerk has entered the correct originator code.

f. The action data section has been properly completed as dictated by the transaction mnemonic.

2. In addition, if the input form is a DA Form 3728, review the mark sensing of the form to insure its correctness. See figure 1.

3. For DA Forms 3732 (figure 3), insure their correctness by verifying that:

a. The correct data is entered in numerals.

b. The transaction mnemonic has been entered for the action being reported.

c. The correct unit processing code (UPC) has been entered.

d. The correct position number from the unit manning report (UMR) has been entered.

e. If the input form has been prepared at unit level, the position number item has **not** been completed.

f. The clerk has entered his correct originator code.

g. The action data section has been completed as dictated by the transaction mnemonic.

4. In addition, if the input form is a DA Form 3732, review the mark sensing of the form to insure its correctness.

5. Return to your clerk for corrections, any SIDPERS Change Report (SCR) in which you have found errors.

6. Upon verification that all SCRs listed on the DA Form 3815 are correct, return them, with the DA Form 3815 and source documents, for disposition IAW DA Pam 600-8-1, chap 2, para 2-14; DA Pam 600-8-2, chap 2, para 2-14; and the policies dictated by your command.

REFERENCES:

AR 680-29, Military Personnel, Organization, and Type-of-Transaction Codes, Jan 72, C14
DA pam 600-8-1, Unit Level Procedures, Dec 76, C2 (chap 2)
DA Pam 600-8-2, MILPO Level Procedures, Dec 76, C3 (chap 2)
AG Subcourse 330: SIDPERS for the Unit Level

TASK NUMBER: 071-332-5305

PREPARE/TRANSMIT PERSONNEL ACCOUNTING INPUT DATA FOR SIDPERS

CONDITIONS:

As first sergeant of an infantry company operating with Consolidation of Administration at Battalion Level (CABL).

STANDARDS:

All information required by the battalion Personnel Administration Center (PAC) will be accurate and complete and submitted within the allotted time.

PERFORMANCE MEASURES:

1. The company is the basis for input of personnel strength information for the battalion. This must obviously continue to be the case under CABL. The intent of CABL is to simplify and streamline the entire administration of personnel accountability input by reducing and simplifying the input required from the company and consolidating the requirement to prepare and transmit the SIDPERS forms at battalion level.

2. The Consolidated Strength and Training Report (CSTR), illustrated at figure 1, replaces the forms previously required from the company under the SIDPERS system. This form illustrated is a type form and may be modified to eliminate data no longer required by a functional area.

3. When authorized by the company commander, this form may be prepared and dispatched by the first sergeant without the company commander's signature. It is intended to be handwritten input, and company files are to be maintained as required by unit SOP.

STATUS OF PERSONNEL FOR TRAINING

UNIT ____________________ DATE ______________

	OFF	WO	EM
1. ASSIGNED STRENGTHS			
2. MORNING REPORT ABSENTEES (Explain in line 8)			
3. PRESENT FOR DUTY (Line 1 minus line 2)			
4. OTHER ABSENCES (Explain in line 8)			
5. TOTAL PRESENT FOR TRAINING (Line 3 minus line 4)			
6. MISSION SUPPORT (Included in total for training)			

7. SCHEDULED TRAINING

TIME	PLATOON/SECTION	TRAINING SUBJECTS	NUMBER OF PERSONNEL		
0800 - 1200					
1300 - 1600					

8. EXPLANATION OF ABSENTEES

MORNING REPORT ABSENTEE (REF LINE 2) OTHER ABSENCES (REF LINE 4)

TDY 1 LEAVE 2 HOSPITAL 0 CONFINEMENT 0 AWOL 1 MISSING 0 ATCH 1 // SPT 5 SC 2 SD 5

NOTE: SEE REVERSE SIDE FOR SIMPLIFIED METHOD OF EXPLANATION OF ABSENTEES

Figure 1. Consolidated Strength and Training Report (front side).

ALTERNATIVE ONE: USE DISPOSITION CODES AND ANNOTATE A COMPANY ROSTER WITH CODES, I.E., TDY ORDERS AND APPROVED LEAVE (LV) REQUESTS; NOTIFICATION OF HOSPITALIZATION (HOSP) AND CONFINEMENT (CONF); REPORTED AWOL; MISSING (MISS); ATTACHMENTS (ATCH); MISSION SUPPORT (SPT); SICK CALL (SC); AND SPECIAL DUTIES (SD). BY MARKING ONLY THE DISPOSITION CODE FOLLOWED BY THE NUMBER OF DISPOSITIONS OF THAT TYPE ON A COMPANY ROSTER (I.E., SD-1, SD-2, TO EASILY IDENTIFY WHICH MEMBERS ARE SPECIAL DUTY (SD) AND TO ALSO SHOW HOW MANY ARE IN THAT PARTICULAR STATUS), THE EXPLANATION OF ABSENCES CAN BE SIMPLIFIED BY NOT REQUIRING THE WRITING OF THE NAMES OF THOSE ABSENT. BY REPRODUCING THE SIDPERS PERSONNEL QUALIFICATION REPORT, C37, A CONDENSED ALPHABETIZED ROSTER IS AVAILABLE WHICH MINIMIZES THE NUMBER OF PAGES OF THE ROSTER. WHEN USING A COMPANY ROSTER, MEMBERS WHO HAVE PCS WILL BE LINED OUT, BUT ONLY THE LAST NAME AND LAST FOUR DIGITS OF THE SSN WILL BE ADDED TO THE ROSTER FOR SOLDIERS NOT YET ON THE ROSTER.

ALTERNATIVE TWO: IF COMPANY ROSTERS ARE NOT EASILY AVAILABLE TO REDUCE THIS DUPLICATION OF EFFORT, WRITE THE NAMES OF THE INDIVIDUALS UNDER THE PROPER DISPOSITION HEADING. WHEN USING THIS ALTERNATIVE, ATTEMPT TO ELIMINATE THE DUPLICATION OF AVAILABLE INFORMATION BY USING ONLY THE FIRST FOUR LETTERS OF THE LAST NAME AND THE LAST FOUR DIGITS OF THE SSN. EVEN USING A DIVISION ALPHA ROSTER, BY HAVING ONLY THE FIRST TWO LETTERS OF THE LAST NAME AND THE LAST FOUR DIGITS OF THE SSN, ONE CAN EASILY IDENTIFY THE INDIVIDUAL. WITH A COPY OF THE COMPANY ROSTER AVAILABLE AT THE COMPANY AND AT THE BATTALION, THIS TIME-SAVER WILL ALLOW MORE PRODUCTIVITY.

TDY - 1	LV - 2	ATCH - 1	SPT - 5	SC - 2	SD - 5
BROW 6790	JOHN 4320	MUND 9487	LYNC 7569	CRAN 2930	ABRA 2650
	MOOR 6324		MENT 5470	GEOR 6432	KELL 6235
			SMIT 8783		SQUI 5980
			WHIT 7890		MART 5220
			JONE 5768		NELS 7539

NOTE: FIRST FOUR LETTERS OF LAST NAME AND LAST FOUR NUMBERS OF THE SSN IDENTIFICATION SYSTEM (4-4IDS). RECOGNIZE THAT THE FULL IDENTIFICATION OF ANY SM IS AVAILABLE FROM NUMEROUS SIDPER REPORTS, C37, AND FROM THE COMPANY ROSTERS WHICH ARE READILY AVAILABLE THROUGHOUT THE CHAIN OF COMMAND. RECOGNIZE THAT 4-4IDS WITH THESE REPORTS AND ROSTERS WILL POSITIVELY IDENTIFY ANY INDIVIDUAL IN THE DIVISION, OR ARMY FOR THAT MATTER. USE THE 4-4IDS FOR A TRIAL PERIOD. IF THE 4-4IDS DOES NOT DECREASE THE WORKLOAD, ALTERNATIVE TWO WILL BE MODIFIED TO INCLUDE MORE FORMAL IDENTIFICATION, E.G., CONVERT FROM BROW 6790 TO BROWNOWSKISTEIN, ALFREDO P., 321-54-6790, 1/15, Company A, 1st Platoon, 1st Squad.

CAUTION: BY INCREASING THE IDENTIFICATION BASE, THE ADMINISTRATIVE WORKLOAD IS EVER-INCREASING.

Figure 1. Continued. (Reverse side.)

4. Should the company be **detached** from its battalion, then the reporting system will **retain as much of the simplified procedure as is practicable.** Specific procedure will be determined by the unit but the PAC is designed to dispatch one of the dedicated clerks to accompany the company being detached for a substantial period. Certainly, if the company is being cross-attached, then the dedicated company clerk will simply join the new battalion's PAC.

5. Should you have a need to operate under the SIDPERS system where you will have the responsibility to prepare and submit the various SIDPERS forms, your basic references would be:

a. DA Pam 600-8-1, Unit Level Procedures, Dec 76, C2.

b. DA Pam 600-8-8, SIDPERS Guide for Commanders and Staff.

REFERENCES:

None

TASK NUMBER: 071-332-5301

REVIEW PERSONNEL STRENGTH ZERO BALANCE REPORT PART I AND II

CONDITIONS:

Given copies of the monthly Personnel Strength Zero Balance Report Part I and II, access to DA Pam 600-8-1, and the Personnel Data - SIDPERS (PDC-SIDPERS) file.

STANDARDS:

Within the time allocated by the suspense date, you must insure that, IAW procedure 4-7 of DA Pam 600-8-1, the following actions are accomplished:

1. The personnel shown on the report match the PDC-SIDPERS for all assigned and attached personnel.

2. The status is determined for personnel shown on the report who are not actually assigned or attached.

3. The status is determined for personnel assigned or attached who are not shown on the report.

4. Deletions or change reports are prepared when applicable.

PERFORMANCE MEASURES:

1. The Personnel Strength Zero Balance Report provides the following information:

a. Part I: Informs the commander of the reconciliation of totals of duty status categories on the SIDPERS Organization Master File (SOMF) and the SIDPERS Personnel File (SPF).

b. Part II: Provides a means to reconcile the unit's strength on a by-name basis of each soldier assigned or attached to the unit.

2. The report is distributed to the unit monthly, and it is the unit's responsibility to insure that reports "balance" and that deletions or changes are forwarded within the time prescribed by the local SIDPERS Interface Branch (SIB).

3. Detailed explanation and a step-by-step process is provided in procedure 4-7 of DA Pam 600-8-1.

REFERENCES:

DA Pam 600-8-1, Unit Level Procedures, Dec 76, C2 (chap 4)

TASK NUMBER: 071-332-5309

REVIEW SIDPERS INPUT AND CONTROL DATA - AUTHENTICATION AND TRANSMITTAL DA FORM 3815 (BATCH CONTROL FORM)

CONDITIONS:

Given copies of DA Form 3815 (Batch Control Form), copies of SIDPERS change reports and/or error suspense cards, and access to DA Pam 600-8-1 and standard office supplies.

STANDARDS:

Insure that each DA Form 3815 (Batch Control Form):

1. Has the following items correctly entered on the front of the form:

Item 1. Date prepared.

Item 2. Originator code.

Item 3. Batch number.

Item 4. "To" to appropriate "Thru" address and SIB address.

Item 5. "From" unit designation and telephone number.

Item 6. Input form, the count of each type form or error suspense card submitted, and the total of all forms and cards submitted.

Item 7. Name and title of certifying officer.

Item 8. Grade/branch of certifying officer.

Item 9, 10, and 11 are left blank.

2. Identifies the specific SIDPERS change reports and error suspense cards on the reverse side of the carbon copy.

PERFORMANCE MEASURES:

1. A DA Form 3815 must be submitted for each reporting period (24 hours beginning 0001 and ending 2400) that SIDPERS Change Reports and/or Error Suspense Cards are to be submitted to the SIDPERS Interface Branch (SIB); negative reports are not required. SIDPERS change report for all nonduty days will be prepared and forwarded the next day.

2. Each item entered on the front and reverse of the DA Form 3815 is explained in detail in **paragraph 2-14** of DA Pam 600-8-1, to include signature authority, suspense requirements, and retention and disposition of the form.

REFERENCES:

DA Pam 600-8-1, Unit Level Procedures, Dec 76, C2

TASK NUMBER: 121-030-5004

REVIEW A UNIT TRANSMITTAL LETTER (UTL)

CONDITIONS:

Given a completed unit transmittal letter (UTL), access to DA Pam 600-8, and access to the UTL file.

STANDARDS:

1. Insure that the UTL is prepared in quadruplicate (original and three copies).

2. Insure that the UTL control number is in numerical sequence.

3. Insure that the UTL contains:

a. The correct Unit Identification Code (UIC) or Unit Processing Code (UPC).

b. The total number of each kind of individual actions submitted (entered in column A).

c. The DA or DD form number and/or a brief description of each document submitted (entered in column B).

d. Remarks or identification (last name and last four digits of the soldier's SSN, entered in column C).

4. Insure that sufficient copies of documents being transmitted are attached to the UTL IAW paragraphs 8-3, 8-6, and 8-7 of DA Pam 600-8.

5. Insure that the UTL is signed by the commander or his/her authorized representative.

TRAINING NOTE:

The unit transmittal letter (UTL) is used to identify and control documents pertaining to the soldier's pay and leave. As a first sergeant or PAC supervisor, you will review the UTL to insure the timely and accurate processing of those documents. Normally, the UTL is prepared on a disposition form (DA Form 2496). A sample format for the UTL is shown in figure 1.

Last Transmittal Jan 76-01-22

DISPOSITION FORM

For use of this form, see AR 340-15, the proponent agency is TAGCEN.

Unit Transmittal
Letter No. 02-01

REFERENCE OR OFFICE SYMBOL	SUBJECT
(UIC/UPC)	Transmittal of Pay and Other Documents

TO MILPO
99th Inf Div

FROM Commander
Co A, 1st Bn, 2d Inf

DATE 1 Feb 76

CMT 1

Forwarded are attached document(s) which support(s) change(s) to the pay and allowances of the members identified hereon.

COLM A NUMBER	COLM B TYPE OF DOCUMENT	COLM C REMARKS/IDENTIFICATION
______	DA Form 1, cys 1, 3, and 4 w/ substantiating documentation	
______	DA Form 31, Request and Authority for Leave (suspense cy)	When leave is approved
______	DA Form 31 (original cy)	When individual returns from leave
2	DA Form 3141, JUMPS-Army Almt Auth	Mellert--6734 Hoganson--7024
1	DA Form 3685, Pay Elections	Johnson--3918
3	DA Form 4187 (cys 1 and 2) (When used to report accelerated advancement/denial to PV2)	Smith--9315 Doe--4683 Sharp--4295
______	DA Form 4187 (cys 1 and 2) (Authorize payment sep rates)	
2	DD Form 362, Statement of Charges (3 cys per individual)	Herrold--6153 Gilbert--1837
______	Other (2 cys per indiv)	

8 Incl
as

TERRY E. LEADER
CPT, Inf
Commanding

DA FORM 1 FEB 62 2496 REPLACES DD FORM 96, WHICH IS OBSOLETE. ☆GPO—1975—665-422/1063

PERFORMANCE MEASURES:

1. Check the UTL to be sure it has been prepared in quadruplicate (original and three copies).

2. Check to be sure the UTL contains the correct control number in the upper right corner of the DA Form 2496. (See figure 1.) The first numbered UTL prepared in a new month begins with the number "01." Each additional UTL prepared in that month will contain the next unused number. In the example (figure 1), the first two digits in the control number (02) stand for the second month of the year (February). The two numbers (01) appearing to the right of the hyphen identify the first UTL prepared for February. The first numbered UTL prepared in a new month will contain a notation in the upper left corner of the UTL which identifies the last UTL prepared for the previous month (see example at top of figure 1).

3. If the UTL being reviewed is the first UTL in a new month, check the UTL file to insure the last transmittal number for the previous month is correct.

4. Check the UTL to be sure the Unit Identification Code (UIC) or Unit Processing Code (UPC) is entered and correct.

5. Verify that the total number of each kind of individual actions submitted is entered in column A.

6. Check the UTL to insure the DA or DD form number and a brief description of the document are entered in column B.

7. Check the UTL to insure the Remarks/Identification column (column C) contains the soldier's last name only and the last four digits of his/her SSN for all documents forwarded.

8. Verify that all documents listed on the UTL are in fact forwarded with the UTL and pertain to individuals named on the UTL. Check to be sure the correct number of documents being submitted is attached IAW paragraphs 8-3, 8-6, and 8-7 of DA Pam 600-8.

9. Check to insure the UTL is signed by the commander or commander's representative.

REFERENCES:

DA Pam 600-8, Military Personnel Office Management and Administrative Procedures, May 71, C13

TASK NUMBER: 071-332-5308

REVIEW SIDPERS OUTPUT DATA

CONDITIONS:

As the first sergeant of an infantry company operating with the Consolidation of Administration at Battalion Level (CABL), given SIDPERS output data to verify for accuracy.

STANDARDS:

All reports will be checked to insure accuracy of input and any corrections will be made as required by the battalion Personnel Administration Center (PAC). Reports will be returned or disposed of as required by PAC.

PERFORMANCE MEASURES:

1. The Consolidation of Administration at Battalion Level (CABL) has reduced the company's administrative input for personnel accountability to the handwritten Consolidated Strength and Training Report (CSTR) discussed in the task: **PREPARE/TRANSMIT PERSONNEL ACCOUNTING INPUT DATA FOR SIDPERS.** This does not, however, remove the requirement for the battalion PAC to prepare and transmit the many strength accountability forms required by SIDPERS. Periodically, you should expect the PAC to send some of this SIDPERS output data back to company level to review the reports for accuracy of input.

2. The particular forms which you can expect to receive for review and the frequency with which you receive them will vary from unit to unit. Among the more common forms which you might expect to review are the:

a. Unit Manning Report. This report assists in determining whether or not enlisted personnel are being properly utilized and to prepare the Unit Readiness Report.

b. Personnel Strength Zero Balance Report. This report is used to inform the commander of the totals of duty status categories on the SIDPERS Organization Master File and the SIDPERS Personnel File. This report also reconciles the strength of a unit on a "by name" basis for each soldier assigned or attached. This report is verified on a monthly basis by Military Personnel Class, duty status code, grade and name of each soldier.

c. Weekly Report of AWOLs by Name. This report informs the unit commander of individuals in his unit who are reflected on the SIDPERS Personnel File in an AWOL or dropped from the rolls status.

d. Enlisted Personnel Eligible for Promotion. This report identifies soldiers in grades E2 through E5 who are eligible for promotion based on DA policy for time in service (TIS) and time in grade (TIG). The report indicates TIS and TIG required for promotion and the number of months which may be waivered (under provisions (UP) chapter 7, AR 600-200).

e. DA Form 2475-2 (Personnel Data - SIDPERS). This form is used together with the DA Form 2 to assist in the preparation of personnel action requests and SIDPERS change reports and to record unit strength against other rosters and reports.

REFERENCES:

None

TASK NUMBER: 071-332-5303

PREPARE LEAVE CONTROL LOG FORM (DA FORM 4179-R)

CONDITIONS:

As a first sergeant, given access to Army Regulation 630-5, DA Form 4179-R, and a completed Request and Authority For Leave, DA Form 31.

STANDARDS:

Insure that, as a minimum, the Leave Control Log (DA Form 4179-R) reflects:

1. The correct control number of the recorded leave request (DA Form 31).

2. The required information as depicted from the leave request (DA Form 31).

NOTE: For the battalion operating with a Personnel Administration Center (PAC), the leave control log will be maintained at battalion level by the PAC. This task does not apply to a first sergeant in a unit operating under CABL procedures.

PERFORMANCE MEASURES:

1. LEAVE CONTROL LOG (DA FORM 4179-R)

a. Each organization responsible for approving leave will maintain a Leave Control Log (DA Form 4179-R) listing DA Forms 31 as they are approved. Each DA Form 31 approved for leave will be assigned a control number starting with "1" at the beginning of the first day of each calendar year. At the time the request is approved, the control number will be entered in item 5 of DA Form 31 and on the leave control log. As an exception, the DA Form 31 for a service member departing on a permanent change of station (PCS) with travel involved will not be assigned a control number. The member's name, grade, SSN, and period of authorized absence will be recorded on the log. The control log column headed "Control Number" and item 5 of DA Form 31 will reflect "PCS" (figure 1).

LEAVE CONTROL LOG (AR 630-5)										
		SERVICE MEMBER			PERIOD OF AUTH ABSENCE			DATE FWD TO F&AO		
CONTROL NUMBER	DATE ASG	NAME (Last, First, Middle)	GRADE	SOCIAL SECURITY NUMBER	NO OF DAYS	DATE FROM ITEM 8a DA FORM 31	DATE TO ITEM 8b DA FORM 31	SUSPENSE COPY	ORIGINAL COPY	CLERK'S INITIAL
532	Dec 75	Doe, John Paul	E8	285-34-8438	7	30 Jun	6 Jul	8 Jun	7 Jul	
PCS	Oct 74	Smith, Carl Edward	E6	385-42-3867	30	30 Jun				

Figure 1. Leave Control Log.

b. Upon approval of leave, the **SUSPENSE** copy of the DA Form 31, together with the daily transmittal of pay documents, will be forwarded through the military personnel officer to the servicing Finance and Accounting Office (F & AO). The F & AO will closely monitor the receipt of incoming copies of the DA Form 31 to insure that the forms are received in proper numerical sequence. Variations noted in the sequence will be promptly resolved with the appropriate unit concerned. Upon the individual's return from leave, the **ORIGINAL** copy of the DA Form 31, with appropriate entries for any leave extensions granted, will be forwarded to the F & AO. The F & AO will match the **ORIGINAL** copy with the **SUSPENSE** copy. If the service member is being reassigned on a PCS, the **ORIGINAL** copy will be completed upon arrival at the new unit, with appropriate entries for any extensions, and forwarded to the F & AO of the new unit of assignment. The operation and effectiveness of this logging procedure will be subject to periodic quality audits.

2. **PRODUCTION AND DESTRUCTION OF DA FORM 4179-R.** DA Form 4179-R may be locally reproduced. Each individual leave control log will be retained by the organization for 12 months and then destroyed.

REFERENCES:

AR 630-5, Leave, Passes, Administrative Absence, and Public Holidays, Jun 75

TASK NUMBER: 121-030-3522

BRIEF NEWLY ASSIGNED PERSONNEL

CONDITIONS:

Given a newly assigned subordinate, unit/section goals and objectives, and access to the soldier's work area, the soldier's co-workers, section/unit SOP, organization charts, section/unit rating scheme, and standard office supplies and equipment.

STANDARDS:

Brief the newly assigned person IAW the performance measures.

TRAINING NOTE:

Every soldier newly assigned to a section or unit has certain needs. He needs assurance that his supervisor is personally interested in him. He needs to know that the supervisor will try to assign him where his abilities will be fully and fairly used and where he can find work satisfaction. He needs to know where he fits into the organization. And he needs to know exactly what is expected of him. As a supervisor, you can use your first meeting with the soldier to provide for many of these needs.

PERFORMANCE MEASURES:

1. Introduce yourself and welcome the newly assigned soldier to your unit or section. Try to make him feel at ease. Try to make him feel wanted and needed.

2. Discuss with the soldier his background, experience, goals, and ambitions. This discussion should be informal and friendly. As a supervisor, you should try to learn as much as possible about each subordinate without intruding on his privacy. When you really know a subordinate, you can more readily determine what leadership style will work best with him. You can more readily identify motivational techniques that will enable the soldier to realize his potential.

3. Determine, through questioning, whether the soldier needs any relocation help or information. If he does, provide whatever help you can. If necessary, refer the soldier to an appropriate person or agency for help. If a sponsor has not been appointed for the new arrival, see to it that one is appointed. Provide the soldier with time for in-processing, getting settled, or attending to personal business before assuming his new duties. A soldier is more likely to be productive if he gets settled before becoming involved in his new job.

4. Tell the soldier what his job will be in your unit or section and explain how that job relates to other jobs in the section/unit. To do this, you should provide the soldier with information about:

a. The command, unit, and section missions.

b. Your own group's day-to-day activities and objectives.

c. The organizational structure and chain of command. Explain how the unit/section is set up. Tell the soldier who his immediate supervisor is.

d. The unit/section rating scheme (if applicable). Either give the soldier a copy of the rating scheme, or show him where the scheme is posted.

e. Any unit/section SOP that applies to him and his job.

5. Explain the unit/section policy on leaves, passes, details, separate rations, working hours, off-duty employment, and the like. Be sure the soldier knows what is expected of him in terms of duty requirements and off-duty conduct. Answer any questions he has about these matters.

6. Set individual performance objectives for (or with) the soldier. Answer any questions the soldier has about his job and the level of performance expected of him. Then, when you are sure the soldier understands, schedule his first job performance review.

7. Take the soldier to his new work area, introduce him to other members of the work group, and show him around the area. Be sure the subordinate has enough supplies/materials to do his work. If desired, assign another worker to assist the newly assigned person in learning the job/section procedures.

8. Direct the new soldier to read the SOP related to his job and unit requirements.

9. Inform the subordinate that you are available to answer any further questions and to provide any other assistance he may require.

REFERENCES:

FM 22-101, Leadership Counseling, Jun 74
TEC Lesson 909-071-0036-F, Fundamentals of Leadership: Small Unit Leadership
Primary Leadership Course, Lesson II, "Welcome Newcomers to Your Workgroup"

TASK NUMBER: 121-030-3505

DETERMINE UTILIZATION OF PERSONNEL

CONDITIONS:

Given a newly assigned soldier and a current unit manning report.

STANDARDS:

The soldier will be assigned to a job in the following order of priorities:

1. By military occupational specialty (MOS).
   a. Primary MOS (PMOS).
   b. Secondary MOS (SMOS).
   c. Additional MOS (AMOS).
   d. An MOS substitutable for the PMOS.
   e. Assignment in an on-the-job-training (OJT) status.
   f. Assignment in a position commensurate with grade.
2. By grade and rank.
   a. Current grade and rank.
   b. One grade higher and same type of rank (Specialist or NCO).
   c. Two grades higher and same type of rank (Specialist or NCO).

TRAINING NOTE:

When a soldier reports to a unit or section for permanent assignment, he has received varying amounts of training. Usually, he has been trained to perform in a particular MOS. Every supervisor should try to utilize his personnel in the most effective manner. Misutilization negates previously received training, disturbs morale, and, in general, is counterproductive.

PEFORMANCE MEASURES:

1. A newly assigned soldier normally is assigned to a unit or section for duty in a specific duty position number (POSNO). Interview the soldier to determine whether he possesses the qualifications and/or experience to perform the job.

2. If the soldier has the qualifications and/or experience, place him in the assigned job for duty. Also place him in the assigned job if he lacks the qualifications but you think he can acquire the necessary skills through OJT.

3. If the soldier is not qualified for the job, look for another position for which he is qualified or for which he can qualify through OJT. If such a job is available, assign him to that job. Then initiate a POSNO change.

4. If there is no position on the unit manning report (UMR) in which the soldier can effectively perform duties, report him as excess to the needs of the unit or section. Then, pending reassignment, place him in a job commensurate with his rank where he can perform duty effectively.

5. Occasionally, a soldier will come to you without having been assigned to a specific POSNO. Check the UMR for a position commensurate with his PMOS and rank. Consider MOS progression and positions requiring up to two grades above the soldier's actual grade. If a position is available, assign the soldier to that position.

6. If no jobs are available, determine whether the soldier drew a variable reenlistment bonus (VRB), selective reenlistment bonus (SRB), enlistment bonus, or enlisted under the Stripes for Skills Program. If the soldier received a bonus or enlisted under the Stripes for Skills Program, he must be assigned in his PMOS. Report him as excess to the needs of the unit or section before considering any other assignment option.

7. If the soldier cannot be assigned to a job in his PMOS, consider, in turn, assigning him in his SMOS, AMOS, or an unawarded MOS with OJT. If possible, assign the soldier on the basis of these criteria.

8. If you place the soldier in a job requiring an MOS he has not been awarded, notify the Military Personnel Office (MILPO) at once.

9. A soldier assigned as attached to a unit for compassionate reasons (pending hardship discharge or other administrative action) may need more than the usual amount of free time. Consider this need in placing him in a job.

REFERENCES:

AR 600-200, Enlisted Personnel Management System, Mar 65, (chap 3)

TASK NUMBER: 121-030-3508

RECOMMEND THE AWARD/WITHDRAWAL OF AN MOS

CONDITIONS:

Given a requirement to recommend the award/withdrawal of an MOS and access to AR 611-201, the soldier involved, and the Personnel Services NCO (PSNCO).

STANDARDS:

1. Each soldier who possesses the qualifications for award of an MOS will be recommended for award of that MOS.

2. Each soldier who no longer possesses the qualifications for an MOS will be counseled as to how he can regain those qualifications.

3. Each soldier who has been counseled and has not regained the qualifications for an awarded MOS will be recommended for withdrawal of that MOS.

4. Each soldier recommended for withdrawal of a primary MOS (PMOS) will be recommended for award of a new PMOS for which he is qualified.

TRAINING NOTE:

A soldier's MOS is of primary importance to the needs of the unit. As a supervisor, you must constantly monitor your subordinates to be sure their MOSs reflect what they can do. You perform this task when a subordinate requests the award or withdrawal of an MOS. You also perform the task when a subordinate is performing duties in an unawarded MOS or when he is considered incapable of performing the duties of an awarded MOS. Local policy dictates the manner in which a recommendation is prepared and forwarded to the commander.

PERFORMANCE MEASURES:

1. When a soldier under your supervision requests award of a new MOS, check AR 611-201 to determine whether he meets **all** the qualifications for that MOS. If he does, recommend that he be awarded the MOS. Follow local procedures for making recommendations. If the soldier does not meet all the qualifications, advise him of the qualifications he lacks. Then refer him to other sources of information, such as the unit training officer and the PSNCO.

2. When a soldier requests that his MOS be withdrawn, consider his duty performance and check AR 611-201. Determine whether or not he still meets the qualifications for the MOS. If he does, check with the PSNCO to find out whether or not the MOS is a shortage MOS. If it is a shortage MOS, explain to the soldier that the MOS cannot be withdrawn. If the soldier is no longer qualified for the MOS, recommend that it be withdrawn. Then do your best to find an unawarded MOS for which the soldier is qualified. Proceed as in 1 above.

3. When a soldier in your unit or section performs duties in an MOS which he does not hold, check AR 611-201. If the soldier meets **all** qualifications for this MOS, recommend that it be awarded him. If he does not meet all qualifications, advise him of his deficiencies and refer him to other sources of information, such as the unit training officer and the PSNCO.

4. If you consider a subordinate to be incapable of performing the duties of his MOS, counsel him. Point out his deficiencies, and explain how he may regain those qualifications. Establish a target date for him to regain those qualifications. The soldier should be given enough time and training to enable him to become qualified again. **(NOTE: In counseling a soldier who has failed his SQT, be sure he realizes the consequences of a second failure. He stands to lose his MOS, and he may be barred from reenlisting.)**

5. Monitor the performance of the soldier you have counseled. When the target date set in 4 above arrives, reevaluate the soldier's qualifications for the MOS. If you still consider him incapable of performing the duties of the MOS, recommend that the MOS be withdrawn.

6. If you recommend the withdrawal of a PMOS, try to find an unawarded MOS for which the soldier is qualified. Proceed as in 1 above.

REFERENCES:

AR 600-200, Enlisted Personnel Management System, Mar 65, w/C58

AR 611-201, Enlisted Career Management Fields and Military Occupational Specialities, Oct 73, C9

TASK NUMBER: 121-030-9006

REVIEW A DA FORM 31
(REQUEST AND AUTHORITY FOR LEAVE)

CONDITIONS:

Given a DA Form 31 (Request and Authority for Leave) submitted by a subordinate through his immediate supervisor and access to AR 630-5 and the subordinate's latest Leave and Earnings Statement (LES) (DA Form 3686) or the subordinate's expiration of term of service (ETS) date.

STANDARDS:

The first sergeant will:

1. Review the DA Form 31 to be sure items 1 through 15 have been completed IAW AR 630-5 and instructions on the form.

2. Counsel any soldier who requests excess leave to be sure he understands the effects of taking excess leave.

3. Forward the DA Form 31 to the approving authority.

TRAINING NOTE:

Each soldier serving on active duty is authorized 30 days of leave each year. He may take this leave at any time, provided the unit mission is not adversely affected. When a soldier desires to take leave, he submits a DA Form 31 to his immediate supervisor, usually his platoon leader or platoon sergeant. The supervisor reviews the form for accuracy and completeness. He then recommends that the request be approved or disapproved, and he forwards the form to the first sergeant. If the unit is supported by a Personnel Administration Center, or PAC, the first sergeant reviews the DA Form 31 mainly to be sure the soldier's needs are being met and to be aware of the leave status of company personnel. The PAC clerk verifies leave data and assigns a control number.

PERFORMANCE MEASURES:

1. Check item 1 of the DA Form 31 to be sure the soldier has entered his name in last-first-middle order. (Examples: Brown, Robert Edward; Smith, William Holt, Jr.)

2. Check item 2 to verify that the soldier has entered his Social Security number.

3. Check item 3 to be sure the soldier has entered his current pay grade, **not** his rank. (Examples: E3, E6, 02.)

4. Check item 4 to verify that the date of preparation has been entered.

5. Check item 6 to be sure the soldier's complete organization and station have been entered.

6. Check item 7 to be sure the soldier has marked the ORDINARY-LEAVE box or the OTHER box. If he has marked the OTHER box, check further to verify that the type of absence has been indicated. (NOTE: **The DA Form 31 is never used to grant a pass or administrative absence.**)

7. Check item 8 to be sure the FROM and TO dates have been completed in day-month-year order. (Example: 14 Mar 79.) The day following the last day of leave is the first day of duty.

8. Check item 9 to be sure the number of days of leave requested is consistent with the FROM and TO dates in item 8.

NOTE: In a battalion with a PAC, the PAC clerk is responsible for verifying items 9 through 11.

9. Check item 10 to verify that the soldier has entered the number of days of leave he has accrued.

10. Check item 11 to determine whether or not the soldier is requesting advanced leave. If he is, verify that the correct number of days has been entered in item 11. To do this, subtract the number of days of accrued leave (item 10) from the number of days of leave requested (item 9). If the soldier is not requesting advanced leave, item 11 should contain one of the following entries: "NA," "0," or "NONE."

11. If advanced leave is being requested, verify that the soldier can accrue the number of days he is requesting. Do this by checking his latest LES or asking him for his ETS date. (The soldier accrues leave at the rate of 2½ days per month.) If the soldier cannot accrue enough days to cover the requested advanced leave, then he may request excess leave.

12. Check item 12 to see whether or not the soldier is requesting excess leave. If he is, counsel him on the effects of excess leave. Point out that he will forfeit pay and allowances for every day of excess leave. If he is not requesting excess leave, item 12 should contain one of the following entries: "NA," "0," or "NONE."

13. Check item 13 to be sure the soldier has entered a leave address (including ZIP code) and a telephone number.

14. Check item 14 to be sure the soldier has signed the form.

15. If the soldier has made any errors in items 1 through 13, instruct him to fill out a new DA Form 31 and to sign it in item 14.

16. When you are satisfied that the form has been filled out properly, check to be sure the soldier's immediate supervisor has indicated his recommended approval or disapproval in item 15. Check also to be sure the supervisor has signed the form in item 15.

17. Forward the DA Form 31 to the appropriate approving authority.

NOTE: The approving authority will determine whether the soldier has enough leave accrued to cover the entire period of absence requested. If the request for leave is disapproved, the soldier will be advised of the reason for denial. Moreover, the disapproving authority will enter the reason in item 30 and sign the form. If the leave is approved, the approving authority will notify the soldier as soon as possible and complete items 16 and 17 of the form. He will also insure that a control number is entered in item 5 and that an appropriate entry is made in the leave control log. If the unit is supported by a PAC, the leave control log is maintained at the PAC and the PAC clerk assigns the control number and completes item 5 of the DA Form 31. Before the soldier departs on leave, items 18, 19, and 20 must be completed by the approving authority or his designated, authenticating authority — XO, DO, OD, 1SG, SDNCO or CQ. Part II of DA Form 31 will be completed for PCS and TDY movements.

REFERENCES:

AR 630-5, Leave, Passes, Administrative Absence, and Public Holidays, Jun 75, C1-8

TASK NUMBER: 121-030-3509

RECOMMEND PERSONNEL FOR PROMOTIONS/REDUCTIONS (INEFFICIENCY) (E2 - E6)

CONDITIONS:

Given access to soldiers' DA Forms 2, AR 600-200, AR 611-201, DA Cir 601-51, the latest USAEREC Form 10A, and SIDPERS report, "Enlisted Personnel Eligible for Promotion."

STANDARDS:

1. Only soldiers eligible for promotion will be recommended.

2. When applicable, the need for waivers will be noted in the promotion recommendation.

3. Any eligible soldier who is not recommended for promotion will be informed of the reason for nonrecommendation. He also will be informed of corrective measures to be taken, if any.

TRAINING NOTES:

1. The unit commander is responsible for recommending subordinates in grades E2 through E6 for promotions or reductions. Very often, however, the commander depends on his NCOs to make recommendations to him on the soldiers they supervise.

2. You must be aware of the need to establish a system within the company to insure that the commander has access to the information necessary to make an accurate recommendation. Establish a system where subordinate leaders and supervisors are consulted on such recommendations. You must insure that pertinent data on eligibility prepared by the personnel office is accurate. Encourage eligible soldiers to verify their military records to insure accuracy and completeness.

3. Deserved promotions may be the single greatest morale factor to the individual soldier. It is critical to you and the soldiers of your unit that the promotion process be handled efficiently and accurately.

PERFORMANCE MEASURES:

1. Upon receipt of a SIDPERS report, "Enlisted Personnel Eligible for Promotion," review it to identify your subordinates who appear on the report. The report lists separately soldiers eligible for promotion to grades E2, E3, E4, E5, and E6.

2. For every subordinate on the above SIDPERS report:

a. Determine the time in service, time in grade, evaluation score, civilian education, and physical requirements for promotion to the next higher grade. Obtain this information from AR 600-200, chapter 7; the appropriate MOS pages in AR 611-201; and the latest USAEREC Form 10A.

NOTE: Computations of time in service, time in grade, and date of rank should have been verified prior to this report being produced by the personnel management specialist.

b. Check the soldiers' DA Forms 2 to determine whether or not he meets all the requirements for promotion set forth in the references listed in 2a.

c. Determine whether you think he is capable of performing satisfactorily in the next higher grade, based upon the soldier's performance.

3. Check the DA Forms 2 of other subordinates to identify any who entered service under the Stripes for Skills Program. Using DA Cir 601-51 and the soldiers' DA Forms 2, determine whether each Stripes-for-Skills soldier meets the requirements for promotion to the next higher grade, with or without allowable waiver.

4. Recommend to the commander those eligible soldiers you deem ready for promotion. Be sure to note any waivers required for promotion and justify them IAW AR 600-200, chapter 7.

5. Counsel any subordinate who is eligible but not recommended for promotion. Explain why he is not being recommended. Be sure to point out what he must do to be considered capable of performing satisfactorily at the next higher grade.

6. When a soldier is unable to perform the duties of his grade and MOS satisfactorily, recommend to the commander that he be reduced in grade for inefficiency IAW AR 600-200, chapter 7.

REFERENCES:

AR 600-200, Enlisted Personnel Management System, Mar 65, C1-54 (chap 7, pages 7-6 thru 7-8, para 7-8 thru 7-20)
AR 611-201, Enlisted Career Management Fields and Military Occupational Specialties, Oct 73, w/C9 (chap 1, page 1-2, para 1-3)

TASK NUMBER: 121-030-9013

PREPARE AND MAINTAIN A DUTY ROSTER (DA FORM 6)

CONDITIONS:

Given the requirement to prepare, maintain, and use a roster and access to AR 220-45, the unit/section functional files, the active duty roster (if applicable), blank DA Forms 6, a roster of eligible personnel, the dates when duties must be performed, the names of soldiers not available for duty and the reasons they are not available, and standard office equipment and supplies.

STANDARDS:

1. Prepare a duty roster and select the correct person(s) to be detailed to perform a duty.

2. Post the duty roster.

PERFORMANCE MEASURES:

NOTE: DA Form 6, the duty roster, is used to record details performed by soldiers in your unit or section. It is a fair and equitable method of selecting people for a detail or duty.

1. Determine whether or not a Duty Roster, DA Form 6, has already been prepared for the specific detail. Check the unit/section functional files.

2. If there is not an active roster for the detail, proceed as follows:

a. Obtain a blank DA Form 6.

b. Complete the heading on the form (figure 1).

(1) NATURE OF DUTY block.

(a) The type of detail is entered, e.g., Charge of Quarters, Sergeant of the Guard, etc.

(b) Duties of like nature may be combined on a single roster if they require personnel in the same pay grades. Before you combine rosters, determine if it is allowed by local policy.

(2) ORGANIZATION block. Enter the unit or activity responsible for providing the details.

(3) FROM (Date) block. Enter the date immediately following the date in the TO (Date) block on the previous roster; for a new roster, use the date of the first detail on the roster.

(4) TO (Date) block. Fill in only when a DA Form 6 is closed. The date is always the date of the last detail performed.

(5) MONTH/DAY lines.

(a) Enter the month in which the details are performed. A slash (/) may be used to separate the months and should be placed over the line that separates the last date of one month and the first date of the next month.

(b) The DAY line is divided into 40 blocks. Enter only the dates on which details are performed.

3. There are two techniques used to post days to the roster to assist you in keeping track of weekday and weekend or holiday duties. The first technique is to use a red pencil to denote weekend or holiday and a blue pencil to denote weekday. The second technique is to color the entire day column for weekends and holidays with a yellow pen and then post the numbers with a black pen. To help you keep a neat and accurate roster, always post tentative dates lightly in pencil. When you are sure the detail will be performed, and the entries are correct, go over the pencil entries in ink.

4. Duty rosters contain only the names of persons required to perform the duty involved. When preparing a new roster, all names are entered alphabetically **within grade**, beginning with the highest grade. Changes in personnel do not require new rosters. Following is the proper method to add, delete, or omit names:

a. As soldiers join the unit or become qualified to perform the duty, the names are added to the bottom of the roster.

b. When soldiers are excused from duty or are no longer qualified to perform the duty, they may be deleted or omitted from the roster.

c. When adding, deleting, or omitting persons from the roster, explanatory remarks are required (figures 1 and 2). The reason is indicated by placing a number in parentheses immediately following the person's name. The number must correspond with the remarks on the back of the duty roster form. An example of some remarks that may be used are:

(1) Assigned.

(2) AWOL.

(3) Promoted (used when promotion disqualified person from performing detail).

(4) Hospital.

(5) Reassigned.

(6) TDY until 23 Nov.

d. Figure 1 shows that Sgt Thomas was reassigned on 4 Nov and SSG Markham was assigned and became eligible to perform duty on 11 Oct.

NOTE: The duty roster must be posted every time a detail is selected. The posted roster shows who performed the duty, who was not available for the duty and why, and how many details each person has missed since last performing the duty.

5. Select from the roster the person longest off duty (the person with the highest number in the last column completed). If more than one individual has the same number, select the person whose number is nearest the top of the roster. When that person is not available, select the soldier who has been next longest off the duty (the person with the next highest number). Whenever a soldier who has been detailed for a duty cannot perform or complete the duty, the next eligible person in the same column who is available will be detailed to perform or complete the duty.

6. Post the duty roster only for the days when a detail is used.

a. Enter three diagonal lines in the box for the soldier who performed the duty. See figure 1, which shows that SSG Ball performed the duty on 2 Oct.

b. Enter in the box for every other soldier the number of details that soldier has missed since he or she last performed the duty. Be sure to exclude any nonchargeable days. See paragraph 6c(4). In figure 1, all soldiers are charged a number 1 (for one day without duty) on 2 Oct, except SSG Ball and SSG Baker. SSG Ball performed the duty that day, and SSG Baker was not available for duty. Each day a soldier does not perform the duty, his number is increased by 1.

c. If a soldier is not available for the duty, enter one of the following abbreviations in the box for that soldier. Do not use any other abbreviations.

(1) Enter an "A" in the box for anyone who is absent or otherwise not available because of leave, pass, special duty, temporary duty, illness in the line of duty, or any other authorized reason not due to misconduct. Figures 1 and 2, for example, show that SSG Johns was absent (in the hospital) 15 to 19 Oct.

(2) Enter a "D" in the box for anyone who cannot be selected because of a previous detail or other duty. Figures 1 and 2 show SSG Baker was unavailable on 2 Oct because he performed duty the night before.

(3) Enter a "U" in the box for any soldier who is not available because of misconduct. Enter a "U" if the soldier is AWOL, in arrest or confinement, sick not in line of duty, or otherwise not available as a result of misconduct. Figures 1 and 2 show that SSG Moore was not available 16 Oct because he was AWOL.

(4) If the abbreviation "A" is used, the numbering sequence of days without duty will be interrupted. If the abbreviation "D" or "U" is used, the numbering sequence will continue and the appropriate number will be included with the abbreviation. Figures 1 and 2 provide these examples: SSG Moore was AWOL from 16 to 18 Oct and the numbering continued for those three days. On 15 Oct, SSG Johns entered the hospital for 5 days and the numbering stopped until he returned to duty.

7. When the duty roster has been completed, enter the date of the last duty in the TO block and file in the inactive file. Figure 1 shows a completed roster.

8. Prepare a new roster, following paragraphs 2 through 6. Figure 3 shows a new roster. The first duty date shown there is 10 Nov. This date has been entered in the FROM block of the new roster. Compare the old and new rosters further.

a. On the old roster (figure 1), SSG Markham's name was added at the bottom when he joined the unit/section. On the new roster (figure 3), his name was placed in the proper alphabetical order within rank.

b. The old roster (figures 1 and 2) shows that SGT Thomas was reassigned 4 Nov. Therefore, his name was not included in the new roster (figure 3).

c. The numbers of chargeable days for both weekday and weekend/holiday dates have been carried forward to the new roster. For SSG Baker, the numbers for the last chargeable days were placed in the block with the "A." This was done to avoid having to check the old roster to find the numbers when SSG Baker returned from TDY.

8. File the completed duty roster in the unit/section functional files.

DUTY ROSTER	NATURE OF DUTY	ORGANIZATION	FROM (Date)	TO (Date)
	CHARGE OF QUARTER	CoB 1ST BN 76Th INF	1 OCT 19—	9 NOV 19 -

Month: OCTOBER / NOVEMBER

GRADE	NAME	Oct 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
SSG	BAKER. C (1) (5)		D'		1	2	3	1	2	4	5	6	7	8	3	4	9	10	11		1
SSG	BALL	.		1	2	3	4		1	5	6	7	8	9	2	3	10	11		1	2
SSG	CHANG	1	1	2		1	2	2		3	4	5	6	7	1	2	8	9	10	11	
SSG	DIAZ	1	1	2	3		1	2	3	2	3	4	5	6		1	7	8	9	10	11
SSG	JOHNS (3)	1	1	2	3	4		2	3	1	2	3	4	5	4	A	A	A	A	A	6
SSG	MOORE. J	1	1	2	3	4	5	2	3		1	2	3	4	4		5	6	7	8	9
SSG	MOORE. P (4)	1	1	2	3	4	5	2	3	6		1	2	3	4	5	U4	U5	U6	7	8
SSG	STEWART	1	1	2	3	4	5	2	3	6	7		1	2	4	5	3	4	5	6	7
SGT	BAKER, M	1	1	2	3	4	5	2	3	6	7	8		1	4	5	2	3	4	5	6
SGT	BLACK	1	1	2	3	4	5	2	3	6	7	8	9		4	5	1	2	3	4	5
SGT	NORDWALL	1	1	2	3	4	5	2	3	6	7	8	9	10	4	5		1	2	3	4
SGT	THOMAS (6)	1	1	2	3	4	5	2	3	6	7	8	9	10	4	5	11		1	2	3
SGT	MARKHAM (2)											1	2	3	1	2	4	5	6	7	8

GRADE	NAME	Oct 21	22	23	24	25	26	27	28	29	30	31	Nov 1	2	3	4	5	6	7	8	9
SSG	BAKER. C (1) (5)	5	6	2	3	4	5	6	7	8	7	8	9	10	A	A	A	A	A	A	A
SSG	BALL	4	5	3	4	5	6	7	6	7	8	9	10	11	12	8	9		1	2	3
SSG	CHANG	3	4	1	2	3	4	5	5	6	6	7	8	9	10	7	8	11		1	2
SSG	DIAZ	2	3		1	2	3	4	4	5	5	6	7	8	9	6	7	10	11		1
SSG	JOHNS (3)	5	6	7	8	9	10	11	7	8		1	2	3	4	9		5	6	7	8
SSG	MOORE. J	1	2		1	2	3	4	3	4	5	6	7	8	9	5	6	10	11	12	
SSG	MOORE. P (4)		1	9	10		1	2	2	3	3	4	5	6	7	4	5	8	9	10	11
SSG	STEWART	6		8	9	10	11		1	2	1	2	3	4	5	3	4	6	7	8	9
SGT	BAKER, M	6	7	7	8	9	10	11		1	12		1	2	3	2	3	4	5	6	7
SGT	BLACK	6	7	6	7	8	9	10	8		11	12		1	2	1	2	3	4	5	6
SGT	NORDWALL	6	7	5	6	7	8	9	8	9	10	11	12		1		1	2	3	4	5
SGT	THOMAS (6)	6	7	4	5	6	7	8	8	9	9	10	11	12							
SGT	MARKHAM (2)	3	4	9	10	11		1	3	6	2	3	4	5	6	7	8	7	8	9	10

DA FORM 6, 1 JUL 74 PREVIOUS EDITIONS OF THIS FORM WILL BE USED UNTIL EXHAUSTED. SEE REMARKS ON REVERSE. ☆ U.S. GPO: 1974—580-839/8138 For use of this form, see AR 220-45; the proponent agency is The US Army Adjutant General Center.

Figure 1.

(1) DUTY NIGHT BEFORE
(2) ASSIGNED & JOINED
(3) HOSPITAL
(4) AWOL
(5) TDY UNTIL 23 NOV
(6) PCS

Figure 2. Back of duty roster.

DUTY ROSTER		NATURE OF DUTY: CHARGE OF QUARTERS	ORGANIZATION: Co B 1ST BN 76TH INF								FROM (Date): 10 NOV 19—				TO (Date)			
GRADE	NAME	Month	NOVEMBER															
		Day	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
SSG	BAKER, C. (1) (3)		A^{10}	A^{9}	A	A	A	A	A	A	A	A	A	A	A	A	11	10		D^{12}
SSG	BALL		4		1	5	6	7	8	9	2	3	10	11		1	2	4	5	3
SSG	CHANG		3	9		4	5	6	7	8	1	2	9	10	11		1	3	4	2
SSG	DIAZ		2	8	9	3	4	5	6	7	10		8	9	10	11		1	2	1
SSG	JOHNS		8	1	2	10	11	12		1	3	4	2	3	4	5	6	5	6	7
SSG	MARKHAM		11	9	10	12		1	2	3		1	4	5	6	7	8	2	3	9
SSG	MOORE, J		1	7	8	2	3	4	5	6	9	10	7	8	9	10	11		1	
SSG	MOORE, P		12	6	7		1	2	3	4	8	9	5	6	7	8	9	10	11	10
SSG	STEWART		10	5	6	11	12		1	2	7	8	3	4	5	6	7	9	10	8
SGT	BAKER, M.		8	4	5	9	10	11	12		6	7	1	2	3	4	5	8	9	6
SGT	BLACK (2)		7	3	4	8	9	10	11	12	5	6		1	2	3	A	A	A	4
SGT	NORDWALL		6	2	3	7	8	9	10	11	4	5	12		1	2	3	6	3	4

DA FORM 6, 1 JUL 74 PREVIOUS EDITIONS OF THIS FORM WILL BE USED UNTIL EXHAUSTED. SEE REMARKS ON REVERSE. For use of this form, see AR 220-45; the proponent agency is The US Army Adjutant General Center.

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Figure 3.

(1) TDY UNTIL 23 NOV
(2) 3 DAY PASS
(3) DUTY NIGHT BEFORE

Figure 4. Back of duty roster.

REFERENCES:

AR 220-45, Duty Rosters
TEC Lesson 500-121-8119-F, Preparing a Duty Roster

TASK NUMBER: 121-030-3504

REVIEW A PERSONNEL ACTION FORM (DA FORM 4187)

CONDITIONS:

Given a completed DA Form 4187, personal knowledge of the personnel assigned to your unit, and a pen or pencil.

STANDARDS:

1. Review personnel action form for the following:

   a. Address blocks are correctly filled in.

   b. Section I is completed correctly.

   c. Only one action is requested in section III and the individual requesting that action has signed and dated appropriate blocks in section III.

   d. Remarks in section IV are applicable to the action being requested.

2. Return an incorrectly prepared DA Form 4187 to the preparer for correction.

3. Forward the correctly prepared DA Form 4187 to the commander or authorized signatory for completion of section V.

TRAINING NOTE:

1. **General.** DA Form 4187 is used to report duty status changes that impact on pay entitlements; it is also used by military personnel to request an individual personnel action. The form may be prepared by printing legibly with black or blue-black ink or may be typed on a typewriter.

2. **Preparation of DA Form 4187.** The form is an "action pending" document which must be retained pending completion of a specific future action. When used to request personnel actions, the following steps apply:

   a. Select the action being requested on DA Form 4187 (see figure 1). Example: Separate Rations. Opposite the requested action is the column "Procedure." (Example: The procedure for separate rations is 5-27.)

   b. Refer to the appropriate procedure in DA Pamphlet 600-8, identified opposite the action being requested on DA Form 4187.

   c. Perform the given procedures outlined in DA Pam 600-8 for the specific action being requested.

PERFORMANCE MEASURES:

1. How to Review a DA Form 4187 (figure 1).

a. When you receive a completed DA Form 4187 from the Personnel Administration Center (PAC) or from your unit clerk, scan it to see which sections have been filled out. Also check to see that entries have been printed in black or blue-black ink.

b. Check the address blocks at the top of the form.

(1) All three address blocks (THRU, TO, and FROM) should be completed for a section III (personnel action request) entry.

(2) Only the TO and FROM address blocks should be completed for a section II (duty status change) entry.

c. Check section I to be sure the soldier's name (entered as last name, first name, and middle initial), rank and pay grade, and social security number have been entered.

d. Next, check to be sure that entries have been made in either section II or section III. Entries in **both** sections are **not** allowed.

e. If section II entries are made, insure that:

(1) The soldier's previous duty status and present duty status have been entered.

(2) The time and date the change occurred have been entered.

f. If section III entries are made:

(1) Check to be sure that only one type of action has been marked.

(2) If the "Other" type of action has been marked, check further to be sure an identifying entry has been made on the line following the word, "(Specify)."

(3) If the individual soldier initiated the request, check to be sure he has signed and dated the form in the blocks provided.

g. Check any entries in section IV to be sure they actually apply to one or more of the following sections: II, III, V. Remarks in section IV are used to amplify entries in these three sections.

h. If you note any errors on the DA Form 4187, return it for correction by the individual who prepared it.

2. When you are satisfied that all required information is present, forward the DA Form 4187 and any recommendations you wish to make to the commander or authorized signatory for completion of section V.

PERSONNEL ACTION
For use of this form, see AR 680-1; the proponent agency is MILPERCEN:

THRU: *(Include ZIP Code)*	TO: *(Include ZIP Code)*	FROM: *(Include ZIP Code)*
	CDR, 99th Inf Div ATTN: MILPO Ft, Defense, VA 22310	Commander Co A, 1st Bn 3d Inf Ft Defense, VA 22310

SECTION 1 - PERSONAL IDENTIFICATION

NAME *(Last, First, Middle Initial)*	GRADE / PAY GRADE	SOCIAL SECURITY NUMBER
FOXX, GUY STEVEN	SGT E5	123-45-6789

SECTION II-DUTY STATUS CHANGE

The above member's duty status is changed from ____________________

____________________ to ____________________

effective ____________ hours, ____________ 19____

SECTION III - REQUEST FOR PERSONNEL ACTION (DA Pam 600-8)

I request the following action:

	TYPE OF ACTION	Procedure		TYPE OF ACTION	Procedure
	Service School	3-10		Extension (OTRA) (EM only)	4-3
	ROTC or NGUS Duty (EM only)	3-12		Excess/Advance Leave	4-8
	Deferment from Overseas	3-13		Leave to CONUS/outside CONUS	4-8
	Volunteer for Foreign Service	3-14		Officer Candidate School	4-10
	Ranger Training	3-15		Change of Name/SSN/DOB	4-11
	Reassignment Family Problems	3-16		Separation (Depn/Hardship)	4-15
	Reassignment Married Army Couples	3-32		Identification Card	4-23
	Exchange Reassignment	3-18		Identification Tags	4-24
	Airborne Training	3-19, 20	X	Separate Rations	5-27
	Special Forces Duty	3-22		Advancement to PV2	5-27
	On-the-Job Training	3-23		Other (Specify)	

SIGNATURE OF MEMBER *(When required)*	DATE
Guy S. Foxx	9 Jan 76

SECTION IV - REMARKS *(Applies to Sections II, III, and V) (Continue on separate sheet)*

MEMBER's WIFE HAS MOVED FROM ALBANY, N.J. AND RESIDES WITH HIM AT 122 MAIN ST, NEWTON, VA. EFFECTIVE 9 JAN 74.

Procedure 5-27 Separate Ration

SECTION V - CERTIFICATION/APPROVAL/DISAPPROVAL

I certify that the duty status change (Section II) or that the request for personnel action (Section III) contained herein–

☑ HAS BEEN VERIFIED ☐ RECOMMEND APPROVAL ☐ RECOMMEND DISAPPROVAL

☑ IS APPROVED ☐ IS DISAPPROVED

COMMANDER	SIGNATURE	DATE
TERRY E. LEADER, CPT, INF COMMANDING	Terry E. Leader	10 Jan 76

DA FORM 4187, 1 May 74 PREVIOUS EDITION IS OBSOLETE. COPY 1

Figure 1.

REFERENCES:

DA Pam 600-8, Military Personnel Office Management and Administrative Procedures, May 71

TASK NUMBER: 121-030-9014

INITIATE A REPORT FOR SUSPENSION OF FAVORABLE PERSONNEL ACTION (DA FORM 268)

CONDITIONS:

Given a requirement to initiate a Report for Suspension of Favorable Personnel Action, blank DA Forms 268, the soldier's Personal Data Card (PDC - SIDPERS), access to AR 600-13, unit/section files, and standard office supplies and equipment.

STANDARDS:

Insure that:

1. The personal data on the DA Form 268 are correct and complete, agreeing with the information on the soldier's PDC - SIDPERS.

2. The appropriate type of report (initial, interim, or final) has been prepared IAW AR 600-31.

3. The error-free DA Form 268 is submitted to the commander for signature.

4. The DA Form 268 is distributed to all required agencies IAW AR 600-31.

TRAINING NOTE:

The suspension of favorable personnel actions is commonly known as a "flagging" action. It is used to suspend or prevent all personnel actions which could be considered favorable to the soldier in any way. Promotion, transfer, reenlistment, and granting of a security clearance are examples of favorable personnel actions. The fact that a soldier is the subject of a flagging action is not, in itself, sufficient authority to keep him in the service beyond the expiration of his term of service. A flagging action can have a serious effect on a soldier's morale and military career. Consistent with the best interests of the government, commanders and supervisors must insure that the soldier's rights are protected at all times.

PERFORMANCE MEASURES:

1. When you identify a soldier against whom a flagging action should be initiated, notify the commander. AR 600-31 lists three broad categories of people against whom flagging actions will be initiated:

a. Persons against whom action is contemplated under the Military Personnel Security Program.

b. Persons against whom action has been started which may result in dismissal, discharge, court-martial, disciplinary action, demotion, or elimination proceedings.

c. Persons who are AWOL, under charges or restraint by civilian authorities, or being investigated because of allegations or incidents reflecting unfavorably upon their character or integrity.

NOTE: Insure that the soldier against whom the flagging action is being initiated is notified immediately, unless security is involved. Take great care to protect the soldier's right of privacy. Only persons who have a need to know should learn about the suspension.

2. Upon direction of the commander, submit an informal request to the Personnel Administration Center (PAC). Use a preprinted form, a handwritten buckslip, or similar means. The PAC will then prepare the form for the unit commander's signature. **If your unit is not supported by a PAC, take the following actions:**

a. Draft the personal data section and section I of DA Form 268 (Report for Suspension of Favorable Personnel Action).

b. Have the company clerk type the DA Form 268.

3. After the clerk has typed the DA Form 268, review it for the following:

a. Compare the information in the personal data section with the soldier's PDC - SIDPERS to insure the information is correct.

NOTE: If the form was prepared by a PAC, the information will have been verified.

b. Next, examine section I to be sure it is complete and contains accurate entries, as provided by your informal input.

4. When you are sure the DA Form 268 is complete and correct, obtain the commander's signature.

5. After the form has been signed, forward all copies to the PAC for submission to the Military Personnel Office (MILPO) and distribution. **If your unit is not supported by a PAC,** have the signed report hand-carried to the appropriate headquarters IAW local directives. Keep one copy for your local suspense file.

6. Place a copy of the DA Form 268 in a suspense file if your unit is not supported by a PAC. Interim reports must be submitted 60 days after the initial report and every 60 days thereafter until the case is closed.

7. When an interim report is due, the PAC will prepare a DA Form 268 and send it to the unit. **If your unit is not supported by a PAC,** draft a DA Form 268, filling out the personal data section and section II IAW AR 600-31. Have the clerk type the form.

8. Review the typed DA Form 268, IAW paragraph 3, and check section II to be sure the entries are correct and complete. Refer to the soldier's PDC - SIDPERS and the initial report in the suspense file.

9. When you are sure the form is complete and accurate, submit it to the commander for signature.

10. Next, comply with the instructions in paragraphs 5 and 6.

11. When reasons for the suspension no longer exist, notify the commander at once. The suspension must be lifted promptly.

12. Upon direction of the commander, submit an informal request to the PAC, asking for a final report. The PAC will prepare the DA Form 268 for the commander's signature. **If your unit is not supported by a PAC,** draft a DA Form 268, filling out the personal data section and section III. Have the clerk type the form.

13. Review the typed DA Form 268, IAW paragraph 3. Also check section III to be sure the information is complete and accurate, IAW the instructions on the form and any supporting documentation that accompanies the form.

14. When you are sure the DA Form 268 is complete and correct, submit it to the commander for signature.

15. Then perform paragraph 5 and dispose of all file copies you have retained.

16. Insure that the DA Form 268 and all correspondence and references pertaining to the action are removed from the personnel files, and that all sources of control are destroyed.

REFERENCES:

AR 600-31, Suspension of Favorable Personnel Action for Military Personnel in National Security Cases or Other Investigations or Proceedings, Feb 74

TASK NUMBER: 121-030-5008

RECOMMEND A BAR TO REENLISTMENT

CONDITIONS:

Given a situation requiring initiation of bar-to-reenlistment procedures and access to AR 600-37, AR 601-280, AR 635-200, DA Pam 600-8, DA Form 4126-R, office files, and standard office supplies.

STANDARDS:

As a minimum, the bar to reenlistment must be prepared IAW the requirements in paragraph 2, below.

TRAINING NOTE:

A bar to reenlistment is used to deny reenlistment to a person whose continued service with, or reentry into, the Army is judged to be not in the best interests of the service. Any commander in the chain of command may initiate a bar-to-reenlistment action. But the commander looks to his officers and first sergeant for recommendations in these matters.

PERFORMANCE MEASURES:

1. When you identify a soldier you think should be barred from reenlisting, notify the commander. Give him your recommendation and reasons therefor. Soldiers against whom bar-to-reenlistment proceedings are initiated often have records showing recurrence of one or more of the following:

a. Late to formations, details, or assigned duties.

b. AWOL for 1- to 24-hour periods.

c. Losses of clothing and equipment.

d. Substandard personal appearance.

e. Substandard personal hygiene.

f. Continuous indebtedness; reluctance to repay; or late payments.

g. Recurrent Article 15 punishments.

h. Frequent traffic violations.

i. "Rides" sick call without medical justification.

j. Late returning from pass or leave.

k. Cannot follow orders; shirks; takes too much time; is defiant.

l. Cannot train for a job; indifferent; disinterested.

m. Cannot adapt to military life; uncooperative; involved in frequent difficulties with fellow soldiers.

n. Fails to manage personal, marital, and/or family affairs.

o. Causes trouble in the civilian community.

p. Involvement in immoral acts.

q. Overweight conditions.

2. Upon direction of the commander, prepare a handwritten draft of a Bar to Reenlistment Certificate (DA Form 4126-R). Submit this draft with supporting materials to the Personnel Administration Center (PAC) for final preparation. The supporting materials may include, if appropriate, counseling statements and records of punishment.

a. The PAC will prepare the final certificate to be signed by the commander. The commander will refer the certificate to the soldier concerned for a statement in his own behalf. The individual's statement is prepared at the PAC and is attached as part of the recommendation. **(NOTE: If the unit is not supported by a PAC, the unit clerk will prepare the final certificate and the individual's statement IAW AR 601-280, para 1-35.)**

b. The commander will sign the certificate and forward it through channels to the appropriate commander for approval or disapproval. Commanders having final authority to approve or disapprove bars to reenlistment are as follows:

(1) General Courts-Martial Authority — for a person with fewer than 10 years' active Federal service at ETS.

(2) Major Commander — for a person with 10 to 18 years' service at ETS; also for a person with 18 or more years' service, if the person will have more than 20 years' service or the commander concurrently takes action to extend the person so he will be eligible for retirement at ETS.

(3) HQDA — for a person who has completed 18 but less than 20 years' service at ETS.

3. If a bar to reenlistment is approved, continue to monitor the soldier's behavior. Be alert to any improvement in that behavior.

4. If appropriate, recommend to the commander that the bar be lifted. The commander may submit a recommendation to void a bar any time he feels the soldier has proved he is worthy of retention in the Army. In any case, the commander should review the bar 6 months after it has been approved. He should also review it 30 days prior to the soldier's scheduled departure date from the unit or the soldier's date of separation, whichever occurs first. (See DA Pam 600-8.)

REFERENCES:

AR 600-37, Unfavorable Information, May 77
AR 601-280, Army Reenlistment Program, Jul 77
AR 635-200, Enlisted Personnel, Nov 77
DA Pam 600-8, Military Personnel Office Management and Administrative Procedures, C11, May 71

TASK NUMBER: 121-030-5009

INITIATE ADMINISTRATIVE ACTIONS ON AWOL SOLDIER

CONDITIONS:

Given a situation in which a soldier is determined to be absent without leave (AWOL) and access to AR 600-31, AR 604-5, AR 630-10, AR 680-1, DA Pam 600-8, DA Pam 600-8-1, DA Form 4187, DA Form 4384-R, and standard office supplies and equipment.

STANDARDS:

1. Inform the unit commander of the soldier's AWOL status.

2. Prepare, or assist the commander in preparing, a DA Form 4187 to be sent to the Personnel Administration Center (PAC).

3. Follow up to insure the actions outlined in performance measures 4 and 5 are completed.

TRAINING NOTE:

When a soldier is determined to be AWOL, many different administrative actions must be taken. Most of them are the responsibility of the PAC. However, if the unit is not supported by a PAC, the company clerk will perform most of the actions. In either case, the unit commander and first sergeant need to insure that the actions are completed.

PERFORMANCE MEASURES:

1. When a soldier is determined to be AWOL, inform the commander at once.

2. Upon the commander's direction, report the soldier's absence to the PAC. Do this by submitting immediately a Personnel Action Form (DA Form 4187) IAW procedure 5-27, DA Pam 600-8.

3. Prepare and submit the Commander's Report of Inquiry/Unauthorized Absence (DA Form 4384-R) IAW AR 630-10. As a supervisor, you need to fill out items 1 through 9. The PAC will see that the form is completed and signed by the PAC officer.

4. Within one working day (8 hours), check to be sure the following actions have been completed:

a. Suspend security clearance, if necessary, IAW AR 604-5. (This is an S2 responsibility.)

b. Submit DA Form 268, if required, IAW AR 600-31 and DA Pam 600-8-1.

c. Prepare Duty Status Transaction IAW DA Pam 600-8-1.

d. Inventory and safeguard the soldier's personal effects IAW AR 630-10.

5. Check further with the PAC to insure the following actions have been completed:

a. Prepare/dispatch a letter to the next of kin after 10 days AWOL or when the soldier is dropped from the rolls IAW AR 630-10.

b. Prepare dependents' request for Basic Allowances for Quarters (BAQ) IAW AR 630-10.

c. Process request from dependents for BAQ IAW AR 630-10.

d. After 29 days, if other drop-from-rolls (DRF) status is not applicable, drop from rolls as a deserter IAW AR 630-10.

REFERENCES:

AR 600-31, Suspension of Favorable Personnel Actions for Military Personnel in National Security Cases and Other Investigations or Proceedings, Feb 74
AR 604-5, Clearance of Personnel for Access to Classified Defense Information and Materials, May 72
AR 630-10, Absence without Leave, and Desertion, C1, Jan 74
AR 680-1, Morning Report (RCS AG-140(R5)), C10, Sep 69
DA Pam 600-8, Military Personnel Office Management and Administrative Procedures, C11, May 71
DA Pam 600-8-1, SIDPERS User Manual, Unit Level Procedures, C1, Dec 76

TASK NUMBER: 071-332-5304

INITIATE DROPPED-FROM-THE-ROLLS (DFR) ADMINISTRATIVE ACTION

CONDITIONS:

Given a situation where a soldier has been determined to be a deserter, access to copies of AR 27-1, 27-10, 40-121, 190-9, 340-15, 600-31, 604-5, 630-10, and 700-84; Manual for Courts-Martial 1969; and DA Pam 600-8 and 600-8-1.

STANDARDS:

Within the time established in the appropriate regulation, you must insure that the following administrative actions are accomplished by the responsible agency.

1. Prepare mark-sense form (DFR) on the 30th day of AWOL.

2. Prepare DA Form 4187 (sec II and IV) with commander's certificate on the 30th day of AWOL.

3. Prepare DA Form 3835 within 24 hours.

4. Suspend favorable personnel actions.

5. Prepare mark-sense form (flag), if applicable.

6. Post personnel data card (DA Form 2475-2) with commander's certificate in "Remarks" section; prepare duplicate for unit's file and send original to 201 file.

7. Prepare charge sheets within 2 days; send to 201 file with DA Form 4187.

8. Take action to have security clearance revoked within 3 days, if applicable.

9. Prepare nonmilitary letter to notify next of kin within 4 days.

10. Notify CHAMPUS or medical facility commander if there is reason to believe a deserter has a dependent who is receiving medical care.

11. Retain personal property and personal effects for 120 days.

PERFORMANCE MEASURES:

1. The administrative actions required when a soldier is determined to be a deserter are outlined in twelve separate DA references. To explain each action separately would require a book almost as large as your Soldier's Manual. To avoid this duplication of effort, this training section has been designed to outline what actions must be taken and to guide you to the specific regulation containing detailed instructions on how to prepare each action and the agency responsible for each action.

Actions	Refer to/Agency
1. Prepare mark-sense form (DFR).	SIDPERS User's Manual/PAC
2. Prepare DA Form 4187 (sec II and IV) with commander's certificate.	DA Pam 600-8/Unit
3. Prepare DA Form 3835 within 24 hours.	AR 190-9/PAC
4. Suspend favorable personnel actions.	AR 600-31/Unit
5. Prepare mark-sense form (flag), if applicable.	SIDPERS User's Manual/PAC
6. Post personnel data card (DA Form 2475-2) with commander's certificate in "Remarks" section; prepare duplicate for unit's file and send original to 201 file.	SIDPERS User's Manual/PAC
7. Prepare charge sheets within 2 days; send to 201 file.	MCM 1969, ARs 27-1 and 27-10/PA(
8. Take action to have security clearance revoked.	AR 604-5/Unit/S2
9. Prepare nonmilitary letter to notify next of kin.	AR 630-10 and 340-15/Unit
10. Notify CHAMPUS or medical facility commander if there is reason to believe a deserter has a dependent who is receiving medical care.	AR 40-121/Unit
11. Retain personal property and personal effects for 120 days.	AR 700-84/Unit

2. These administrative actions are required by Department of the Army. Local commanders may supplement the regulations and require that additional actions be taken and/or approve shorter suspenses.

3. If your unit has US Army Reserve or National Guard personnel assigned or attached for the purpose of active duty for training (ADT), refer to AR 630-10, chapter 3, paragraph 3-2, to determine the required administrative actions.

REFERENCES:

AR 27-1, Judge Advocate Legal Service, Apr 76
AR 27-10, Military Justice, C4, Nov 68
AR 40-121, Uniformed Services Health Benefits Program, C4, Sep 70
AR 190-9, Military Absentee and Deserter Apprehension Program, C1-2, Mar 72
AR 340-15, Preparing Correspondence (TBP)
AR 600-31, Suspension of Favorable Personnel Action for Military Personnel in National Security Cases or Other Investigations or Proceedings, Feb 74
AR 604-5, Clearance of Personnel for Access to Classified Defense Information and Material, May 72
AR 630-10, Absent without Leave and Desertion, C1, Jan 74
AR 700-84, Issue and Sale of Personal Clothing, C4, Jan 74
Manual for Courts-Martial, United States, 1969 (Revised)
DA Pam 600-8, Military Personnel Office Management and Administrative Procedures, C11, May 71
DA Pam 600-8-1, SIDPERS User Manual, C1, Dec 76

TASK NUMBER: 071-332-5306

REVIEW APPLICATION FOR HARDSHIP/DEPENDENCY DISCHARGE

CONDITIONS:

Given a specific case requiring a soldier to be separated under the provisions of chapter 6 of AR 635-200 and access to AR 635-200.

STANDARDS:

As a minimum —

1. Application must meet hardship/dependency separation criteria as defined in paragraph 1 below.

2. Evidence must support the specific nature of the claims for hardship/dependency separation as explained in paragraph 3 below.

PERFORMANCE MEASURES:

1. **CRITERIA.** Enlistees and inductees in the active Army, and enlisted members of the reserve components serving on active duty or active duty for training may be discharged or released, as appropriate, when it is considered that undue and genuine dependency or hardship exists.

a. **Dependency.** Dependency exists when, because of death or disability of a member of the soldier's family, other members of his family become principally dependent upon for care or support.

b. **Hardship.** Hardship exists when, in circumstances not involving death or disability of a member of the enlisted person's family, his separation from the service would materially affect the care or support of his family by alleviating undue and genuine hardship.

2. **APPLICATION OF CRITERIA.** Separation of soldiers from the service because of dependency or hardship will be granted when all of the following circumstances exist:

a. Conditions have arisen or have been aggravated to an excessive degree since entry on active duty for training.

b. Conditions are not of a temporary nature.

c. Every reasonable effort has been made by the soldier to alleviate the dependency or hardship conditions without success.

d. The soldier's discharge or release from active military service is the only readily available means of eliminating or materially alleviating the dependency or hardship conditions.

3. **EVIDENCE REQUIRED.** The supporting evidence for an application for separation because of dependency or hardship normally will be in affidavit form. The evidence must substantiate the dependency or hardship conditions on which the application for separation is based.

a. The evidence required will depend on the nature of the claimed hardship. The application should include, as a minimum, the following affidavits:

(1) The enlisted person's personal request for separation. This affidavit will explain the nature of the hardship condition and the actions which the soldier intends to take to alleviate the hardship condition.

(2) An affidavit or statement by or on behalf of the soldier's dependents which substantiates the dependency or hardship claim.

(3) Affidavits by at least two agencies or individuals, other than members of the soldier's family, which substantiates the dependency or hardship.

b. Additional evidence may be required as follows:

(1) When the basis for the application is financial difficulty, a detailed statement is required to establish the monthly income and expenses of the family.

(2) When the basis for the application is death of a member of the soldier's family, a death certificate or other valid proof of death should be furnished.

(3) When the basis for the application is disability of a member of the enlisted person's family, a physician's certificate should be furnished showing the diagnosis, prognosis, and date of disability.

(4) When the enlisted person requests separation in order to support members of his family other than wife or children, the application should show the names and addresses of other members of the family. Proof that they could not aid in caring for their family should be furnished.

4. **APPLICATION FOR SEPARATION.** Separation of enlisted personnel from the service because of dependency or hardship must be requested in writing by the enlisted person. A DA Form 2476 (Application for Separation - Hardship or Dependency) or a DA Form 4187 (Request for Personnel Action) may be used to submit the application. However, an application will not be returned merely because it was not submitted on the proper form if all essential evidence has been submitted.

REFERENCES:

AR 635-200, Enlisted Personnel, Nov 77, C1

TASK NUMBER: 071-332-5307

PREPARE RECOMMENDATION FOR DISCHARGE FOR MISCONDUCT/UNSUITABILITY

CONDITIONS:

As a first sergeant, given access to AR 635-200 and a situation requiring the separation of an individual for either misconduct or unsuitability.

STANDARDS:

Insure that, as a minimum, the procedures taken for elimination of an individual from the service are IAW paragraph 5 below.

PERFORMANCE MEASURES:

1. **GENERAL.** AR 635-200 (chapter 13) prescribes the policy and procedures for eliminating from the service soldiers who are found unfit because of misconduct or unsuitable for further military service.

2. **INDIVIDUALS SUBJECT TO SEPARATION.** An individual is subject to separation under the provisions of chapter 13 of AR 635-200 when one or more of the following conditions exist:

a. Misconduct.

(1) Frequent incidents of a discreditable nature with civil or military authorities.

(2) Sexual perversion, including but not limited to —

(a) Lewd and lascivious acts.

(b) Indecent exposure.

(c) Indecent acts with, or assault upon, a child.

(d) Other indecent acts or offenses.

(3) Drug offenses, defined as the use or incidental possession of any drug or controlled substance as defined in AR 600-50 where use or possession is not covered by the exemption program. (See AR 600-85 for information about the Drug and Alcohol Exemption Program.)

(4) An established pattern —

(a) For shirking.

(b) Of showing dishonorable failure to pay just debts.

(c) Of showing dishonorable failure to contribute adequate support to dependents or failure to comply with orders, decrees, or judgments of a civil court concerning support of dependents.

(5) Homosexual acts. A homosexual act is defined as bodily contact between persons of the same sex, actively undertaken or passively permitted by either or both, with the intent of obtaining or giving sexual gratification, or any proposal, solicitation, or attempt to perform such an act.

b. Unsuitability.

(1) Inaptitude. Applicable to those persons who are best described as inept, due to lack of general adaptability, want of readiness or skill, unhandiness, or inability to learn.

(2) Personality disorders. Personality disorders and disorders of intelligence as determined by medical authority.

(3) Apathy (lack of appropriate interest).

(4) Homosexuality (homosexual tendencies, desires, or interest but without overt homosexual acts). Applicable to personnel who have not engaged in a homosexual act during military service, but who have a verified record of preservice homosexual acts.

3. **COUNSELING AND REHABILITATION.** Before taking separation action against an individual under the provision of chapter 13 of AR 635-200, commanders and supervisors must insure that adequate counseling and rehabilitation measures have been taken. Reassignments accomplished in connection with rehabilitation attempts will normally be made without expending permanent change of station or military personnel funds.

4. **MEDICAL PROCESSING.** An individual being considered for discharge because of misconduct or unsuitability will undergo a final type physical examination to include a mental status evaluation. If the examining facility commander determines that the individual does not meet medical retention standards (AR 40-501), then he will process the individual IAW AR 40-3. The individual's commander will be notified and the elimination action will be closed.

5. **ACTION BY COMMANDING OFFICER.** When adequate counseling and rehabilitative measures have been taken with negative results, the unit commander will accomplish the following actions:

a. Afford the individual the opportunity to waive his right of a hearing before a board of officers. In such cases:

(1) The commander must advise the individual in writing of the basis for the proposed discharge action and advise him that he has the following rights:

(a) To present his case before a board of officers.

(b) To be represented by counsel.

(c) To submit statements on his own behalf.

(d) To withdraw the waiver of the rights in (a), (b), and (c), above at any time prior to the date the discharge authority directs or approves his discharge, and to request that his case be presented before a board of officers.

(2) An enlisted member will be given a reasonable time (not less than 48 hours) to consider waiver of board proceedings and will have an opportunity to consult with counsel prior to waiving his rights.

(3) The individual will submit a signed statement indicating that he has been advised of the basis for the contemplated separation and its effects on his rights. The counsel will sign the statement and the statement will be included in the unit commander's report.

(4) Waiver of board hearing will not be accepted in the case of a member who has completed 18 or more years of active Federal service.

b. Forward the case with a recommendation that elimination proceedings be conducted pursuant to chapter 13 of AR 635-200. No recommendation will be made as to the type of discharge to be awarded an individual.

c. Initiate action under the Uniform Code of Military Justice if applicable.

d. Contact the Defense Counsel Section, Office of the Staff Judge Advocate, and make an appointment for the individual to be seen by counsel.

e. Forward the case with a recommendation that the individual be processed through medical channels if contributing medical reasons exist.

f. Initiate flagging action under the provisions of AR 600-31. If it is determined that an individual should be processed through medical channels, the commander will remove flagging action so that disposition will not be delayed.

g. Initiate a request for waiver of counseling and rehabilitation, if applicable. Request must include sufficient information to determine whether further duty of an individual would create serious disciplinary problems or be a hazard to the military mission or to the individual.

h. Revoke security clearance IAW paragraph 24b of AR 604-5.

i. Initiate a letter of recommendation, "Discharge - Misconduct/ Unsuitability, AR 635-200." Insure that the letter of recommendation with all documentary evidence is forwarded in sufficient number of copies (IAW unit SOP) to unit headquarters.

6. **BOARDS OF OFFICERS.** Boards of officers are governed by AR 635-200 and AR 15-6. Boards of officers to determine whether an individual should be discharged because of misconduct will be appointed by the commander exercising general courts-martial jurisdiction. Boards of officers to determine whether an individual should be discharged because of unsuitability will normally be appointed by the commander exercising special courts-martial jurisdiction.

REFERENCES:

AR 15-6, Procedures for Investigating Officers and Boards of Officers Conducting Investigations, C2, Aug 66
AR 40-3, Medical, Dental, and Veterinary Care, C2, Sep 73
AR 40-501, Standards of Medical Fitness, C31, Dec 60
AR 600-50, Standards of Conduct for Department of the Army Personnel, C3, Mar 72
AR 600-85, Alcohol and Drug Abuse Prevention and Control Program, May 76
AR 635-200, Enlisted Personnel, C1, Nov 77

TASK NUMBER: 121-030-5007

PREPARE CHARGE OF QUARTERS (CQ) INSTRUCTIONS

CONDITIONS:

Given the commander's guidance on charge of quarters' duties and procedures, a three-ring binder, index tabs, and access to local standing operating procedures (SOP), emergency plans, and other policy directives, the unit roster, telephone directory, typewriter or typing facilities, photocopying facilities, and standard office supplies.

STANDARDS:

The CQ's instructions will be filed in a three-ring binder and will contain, as a minimum, the following tabbed sections:

1. CQ's SOP.
2. Index to sections or appendixes.
3. Unit-alert section.
4. Serious-incidents section.
5. Bomb-threats section.
6. Fire-emergency section.
7. Casualty-reporting section.
8. Physical-security section.
9. Key-control section.
10. Emergency-leave section.

PERFORMANCE MEASURES:

1. Obtain the commander's guidance for developing the CQ's instructions.

2. Research all SOP, policy letters, emergency plans, and other directives pertaining to the topics listed below. Take notes, extracting information needed to write the CQ instructions pertaining to:

a. Unit alert.

b. Serious incidents.

c. Bomb threats.

d. Fire emergency.

e. After-hours casualty reporting.

f. After-hours physical security.

g. Key control.

h. Emergency leave.

3. Write an SOP (instructions) for the CQ.

a. Be sure to include information and procedures for each topic listed in performance measure 2.

b. Be sure to include any other information/instructions desired by the commander.

c. Write simply and directly. Any soldier detailed as CQ should be able to understand the instructions during his tour of duty. He should be able to comply with the instructions with little or no supervision.

4. Prepare copies or extracts of plans, policy letters, directives, and rosters for use as appendixes to the CQ instructions. Copy only those documents or parts of documents that are needed by the CQ in performing his duties. These materials will form the appendixes to the CQ instructions.

5. Place the CQ instructions (SOP) and appendixes in a three-ring binder, arranging these materials in a logical order.

6. Prepare an index, listing the appendixes in the order in which they appear in the instruction book.

7. Tab each appendix.

8. Review the instruction book for completeness. You should be able to answer "yes" to each of the following questions:

a. Do the CQ's instructions include all the commander's guidance?

b. Do the instructions include procedures for all the topics/situations listed in performance measure 2?

c. Does the unit-alert section outline the procedures to be followed in case of a unit alert? Does this section also contain a list of persons to be contacted during a unit alert?

d. Does the serious-incident section describe procedures to be followed in all situations/incidents deemed serious by both the commander and higher headquarters?

e. Does the bomb-threat section explain how to handle bomb threats?

f. Does the fire-emergency section include telephone numbers of persons to be called and an evacuation plan?

g. Does the casualty-reporting section tell whom to notify and give procedures to be followed in case of the death, serious injury, or serious illness of a member of the unit?

h. Does the physical-security section contain all procedures applicable to after-hours operations?

i. Does the key-control section tell where the key control SOP and key control log are located? (The SOP and log may be maintained in a separate binder.)

j. Does the emergency-leave section tell the CQ how to handle emergency leave requests/situations after duty hours?

9. When you are sure the CQ instruction book is complete, submit it to the commander for approval.

REFERENCES:

None

TASK NUMBER: 121-030-3514

REVIEW A DA FORM 1341 (JUMPS - ARMY ALLOTMENT AUTHORIZATION)

CONDITIONS:

Given a DA Form 1341 prepared by a subordinate and access to the subordinate, AR 37-104-3, blank DA Forms 1341, a pen with black or blue ink, and standard office supplies and equipment.

STANDARDS:

1. The DA Form 1341 is prepared in duplicate.

2. All entries on the form, except the signature, are typewritten or printed in black or blue ink.

3. All necessary entries are completed IAW AR 37-104-3 and instructions on the form.

TRAINING NOTE:

A DA Form 1341 is used to start, stop, or change an allotment. If the form is not prepared properly, the action requested by the soldier may be delayed. Such a delay can, and often does, have an adverse effect on the soldier's duty performance. As a supervisor, you should insure that the form is prepared correctly before it is submitted to Finance.

PERFORMANCE MEASURES:

1. When you receive a DA Form 1341 prepared by a subordinate, review it to be sure that:

a. It has been prepared in duplicate.

b. All entries on the form, except the signature, have been typewritten or printed in black or blue ink.

c. Blocks 1 through 3 have been completed.

2. Review block 4 to be sure that only one type of allotment action has been indicated.

3. If the START box in block 4 has been marked, check to be sure that blocks 5 through 8 have also been completed.

4. If the STOP box in block 4 has been marked, check to be sure that blocks 6, 7, and 10 have also been completed.

JUMPS – ARMY ALLOTMENT AUTHORIZATION

For use of this form, see AR 37-104-3; the proponent agency is USAFAC.

(PLEASE PRINT OR TYPE)

DATA REQUIRED BY THE PRIVACY ACT OF 1974. AUTHORITY: Title 37, USC 101. PRINCIPAL PURPOSE: To enable service members to provide information necessary to stop, start, or change an allotment. ROUTINE USE: To initiate the requested allotment. A copy of this form will be maintained as part of your Personal Financial Record File. DISCLOSURE OF YOUR SSN AND OTHER PERSONAL INFORMATION IS VOLUNTARY. WITHOUT THE REQUESTED INFORMATION, HOWEVER, THE FINANCE OFFICE CANNOT IDENTIFY MEMBERS, OR TAKE THE REQUESTED ACTION.

1. NAME *(Last, first, middle initial)*	2. GRADE	3. SOCIAL SECURITY NUMBER

4. ACTION REQUESTED *(Please select one)* ☐ START *(complete 5-6-7-8)* ☐ STOP *(complete 6-7-10)* ☐ CHANGE *(complete 5-6-7-8-10)*	5. MONTHLY AMT OF NEW ALLOTMENT	6. EFFECTIVE DATE *(Mo & Yr)* a. 1st DED	b. LAST DED

7. TYPE OF ALLOTMENT *(Select one)*

- ☐ VOLUNTARY SUPPORT OF DEPENDENTS *(Optional to all members)*
- ☐ NATIONAL SERVICE LIFE INSURANCE
- ☐ COMMERCIAL LIFE INSURANCE
- ☐ HOME LOAN *(Enter account number in item 8b)*
- ☐ DEPOSIT TO A FINANCIAL INSTITUTION *(Enter Savings or Checking Account number in item 8b)*
- ☐ COMBINED FEDERAL CAMPAIGN
- ☐ MONTHLY US SAVINGS BOND *(Complete item 9)*
- ☐ QUARTERLY US SAVINGS BOND *(Complete item 9)*
- ☐ EDUCATIONAL SAVINGS
- ☐ INDEBTEDNESS TO OTHER GOVERNMENT AGENCIES *(e.g., IRS, FHA, VA)*
- ☐ ARMY EMERGENCY RELIEF LOAN
- ☐ AMERICAN RED CROSS LOAN

AMOUNT OF LOAN OR INDEBTEDNESS

FOR USE BY MEMBERS OVERSEAS ONLY

- ☐ UNIFORMED SERVICES SAVINGS DEPOSIT PROGRAM

FOR USE BY RETIRED PERSONNEL ON ACTIVE DUTY ONLY

- ☐ RETIRED SERVICEMANS' FAMILY PROTECTION PLAN

8. PLEASE MAIL MY ALLOTMENT TO

a. PAYEE'S NAME	b. ACCOUNT NUMBER OR NAME OF INDIVIDUAL'S ACCOUNT TO BE CREDITED OR MAIL IN CARE OF
c. STREET ADDRESS *(RFD No. or P.O. Box)*	d. CITY, STATE, ZIP CODE

9. US SAVINGS BOND INFORMATION *(Social Security Number required for item 9a or b)*

a. ☐ OWNER'S NAME *(First, middle initial, last — if a married woman, given name must be used, e.g., Mary A. Jones)*

b. THE FOLLOWING PERSON, IF ANY, IS TO BE NAMED AS
☐ CO OWNER ☐ BENEFICIARY
NAME *(First, middle initial, last — if a married woman, given name must be used, e.g., Mary A. Jones)*

c. ☐ REQUEST MY BOND BE HELD FOR SAFEKEEPING AT US ARMY FINANCE AND ACCOUNTING CENTER, DEPT 22, INDIANAPOLIS, IN 46249 *(Bonds may be requested at any time upon your written application to above agency)*

10. PLEASE IDENTIFY THE CURRENT ALLOTMENT BEING STOPPED OR CHANGED IN THE ITEMS BELOW:

a. PAYEE'S NAME	b. AMOUNT OF ALLOTMENT	c. TYPE OF ALLOTMENT
d. MAILING ADDRESS OF ALLOTMENT		

11. SIGNATURE OF MEMBER *(Sign in ink only)*	12. ORGANIZATION AND ADDRESS	13. DATE

DA FORM 1 APR 77 1341 — EDITION OF 1 DEC 73 IS OBSOLETE. REPLACES DA FORM 1341-R, PRIVACY ACT STATEMENT, 26 SEP 75, WHICH IS OBSOLETE. PFR 1

Figure 1.

5. If the CHANGE box in block 4 has been marked, check to be sure that blocks 5, 6, 7, 8, and 10 have also been completed.

6. Review block 7 to be sure only one type of allotment has been selected.

7. If either the HOME-LOAN box or the DEPOSIT-TO-A-FINANCIAL-INSTITUTION box has been marked in block 7, check to be sure block 8b has also been completed.

8. If either the MONTHLY-US-SAVINGS-BOND box or the QUARTERLY-US-SAVINGS-BOND box has been marked in block 7, check to be sure that block 9 has also been completed.

9. Review blocks 11 through 13 to be sure that they are complete. The signature must be in black or blue ink.

10. Instruct the soldier to complete a new DA Form 1341 if:

a. Any entries are illegible.

b. Any entry, other than the signature, is written in longhand.

c. The soldier has changed any entries during, or as a result of, your review.

11. When you are satisfied that the DA Form 1341 has been filled out completely, accurately, and legibly, have a transmittal letter prepared for submitting the form to Finance.

12. Submit the DA Form 1341 in duplicate to Finance on the transmittal letter.

REFERENCES:

AR 37-104-3, Military Pay and Allowances Procedures - Joint Uniform Military Pay System (JUMPS - Army), Apr 73, w/C15

TASK NUMBER: 121-030-3513

REVIEW A DA FORM 3685 (JUMPS - ARMY PAY ELECTIONS)

CONDITIONS:

Given a DA Form 3685 prepared by a subordinate and access to the subordinate, AR 37-104-3, a pen with black or blue ink, blank DA Forms 3685, and standard office supplies and equipment.

STANDARDS:

1. The DA Form 3685 will be filled out IAW AR 37-104-3, chap 7, sec E, and the instructions printed on the form.

2. All entries on the DA Form 3685 will be typewritten or printed legibly in black or blue ink, except the signature, which will be written in ink.

3. The completed DA Form 3685 will be submitted in duplicate to Finance by means of a transmittal letter.

TRAINING NOTE:

The DA Form 3685 (JUMPS - Army Pay Elections) determines when and how a soldier will be paid. If it is incomplete or incorrect, the soldier may experience a financial hardship. One of your duties as a supervisor is to make sure the form has been completed correctly before it is submitted to Finance.

PERFORMANCE MEASURES:

1. When you receive a DA Form 3685 prepared by a subordinate, review it to be sure that only one method of payment has been marked in the HOW-DO-YOU-WANT-TO-BE-PAID? section. (See figure 1.)

2. If the ONCE-A-MONTH option has been selected, check to be sure that blocks A and B have also been completed IAW instructions in each block.

3. If the TWICE-A-MONTH option has been selected, check to be sure that blocks C and D have also been completed IAW instructions in each block.

4. If block D has been filled out, review it to be sure that:

a. Only one box has been checked in the MID-MONTH column.

b. Only one box has been checked in the END-OF-MONTH column.

JUMPS—ARMY PAY ELECTIONS

For use of this form, see AR 37-104-3; the proponent agency is the US Army Finance and Accounting Center.

HOW DO YOU WANT TO BE PAID — Please circle one item.

■ ONCE A MONTH (Complete A & B) ■ TWICE A MONTH (Complete C & D) TOTAL ACCRUAL (Read E)

A If you circled once a month, please circle one item.

■ ALL PAY END—OF—MONTH

■ MID—MONTH PAY OF $__________
(Not to exceed ½ of total)
ACCRUE BALANCE OF PAY (read E)

■ ACCRUE $__________ EACH MONTH/
BALANCE OF PAY END—OF—MONTH
(Read E)

B Please circle one method of payment.

■ CHECK to Financial Organization (Complete F)

■ CHECK to address (Complete G)

■ CHECK to me at my unit

■ CASH

C If you circled twice a month, please circle one item.

■ ½ OF PAY MID—MONTH
BALANCE OF PAY END—OF—MONTH

■ MID-MONTH PAY OF $__________
(Specify amount, not to exceed ½ of total)
BALANCE OF PAY END—OF—MONTH

■ ACCRUE $__________ EACH MONTH/
MID—MONTH PAY OF $__________
(Not to exceed ½ of total)
BALANCE OF PAY END—OF—MONTH (Read E)

D Please circle one method of payment for Mid-Month and one for End-Of-Month.

(YOU CAN HAVE ONLY ONE CHECK ADDRESS)

MID—MONTH		END—OF—MONTH
■	CHECK to Financial Organization (Complete F)	■
■	CHECK to address (Complete G)	■
■	CHECK to met at my unit	■
■	CASH	■

E ALL AMOUNTS ACCRUED MAY BE WITHDRAWN AT ANY TIME UPON APPLICATION TO YOUR FINANCE OFFICER.

F ■ 1. (Name of Financial Organization)

2. (Savings or Checking Account No.)

3. (Name of account holder)

4. (Street No., RFD#., P.O. BOX)

5. (City, State, ZIP code)

G ■ 1. (Name to be entered on check)

2. (Street No., RFD#., P.O. BOX)

3. (City, State, ZIP code)

I HEREBY AUTHORIZE PAYMENT AS SPECIFIED ABOVE

(Signature) (SSN) (Date)

(Printed Name) (Effective Date)

DA FORM 1 FEB 73 3685 EDITION OF 1 JAN 71 IS OBSOLETE

Figure 1.

c. Only one check address has been indicated. **(NOTE: The soldier cannot select "Check-to-Financial-Organization" in one column and "Check-to-Address" in the other column.)**

5. If "Check-to-Address" has been marked in either block B or block D, review block G to be sure it has been filled in completely and legibly. The entries in block G should be typewritten or printed in black or blue ink.

6. If "Check-to-Financial-Organization" has been marked in either block B or block D, review block F to be sure it has been filled in completely and legibly. The entries in block F should be typewritten or printed in black or blue ink.

7. Review for completeness the authorization section at the bottom of the form. Be sure all personal information is typewritten or printed in black or blue ink. Be sure the signature is in black or blue ink.

8. Instruct the soldier to fill out a new DA Form 3685 if:

a. Any entries are illegible.

b. Any entry other than the signature is written in longhand.

c. The soldier has changed any options during, or as a result of, your review.

9. When you are satisfied that the DA Form 3685 has been filled out completely, accurately, and legibly, have a transmittal letter prepared for submitting the form to Finance.

10. Submit the DA Form 3685 in duplicate to Finance on the transmittal letter. **(NOTE: The form must be forwarded by transmittal letter. The soldier may *not* hand-carry it to Finance.)**

REFERENCES:

AR 37-104-3, Military Pay and Allowances Procedures - Joint Uniform Military Pay System (JUMPS - Army), Apr 73, w/C15

TASK NUMBER: 121-030-3512

REVIEW PAY INQUIRY (DA FORM 2142)

CONDITIONS:

Given a subordinate with a pay inquiry or problem, his completed DA Form 2142, blank DA Form(s) 2142, access to AR 37-104-3, DA Pam 600-8, office/section files, standard office equipment, and supplies.

STANDARDS:

1. Check the DA Form 2142 to insure that:

a. All information in section I has been entered.

b. The nature-of-pay-inquiry block in section I contains a clear, precise statement of the nature of the inquiry or the action desired.

c. Section II has been completed as appropriate.

d. The unit commander has signed the form if the subordinate is in grade E6 or below.

2. Arrange for the completed, reviewed form to be forwarded to Finance.

TRAINING NOTE:

When one of your subordinates has a pay inquiry or problem, it is your responsibility to help him get it resolved as quickly and efficiently as possible. If the DA Form 2142 (Pay Inquiry) is not completed properly, delays occur in the resolution of the inquiry and often lower the soldier's morale.

PERFORMANCE MEASURES:

1. Check section I of the DA Form 2142 (figure 1) for the following:

a. All personal information entered is complete and accurate.

b. The nature-of-pay-inquiry block clearly states the reason for the inquiry or the problem that the soldier is experiencing.

2. Check section II of the DA Form 2142 (figure 1) for the following:

a. Item 1 is filled in when the inquiry involves a supporting document that was sent to Finance with a morning report.

b. Item 2 is filled in when the inquiry involves a supporting document that was sent to Finance on a transmittal letter.

PAY INQUIRY

For use of this form, see AR 37-101-1; the proponent agency is the Comptroller of the Army.

BLOCK NUMBER	
INQUIRY NUMBER	DATE

SECTION I *(To be completed by service member.)*

NAME	SSN	GRADE
Doe, John J.	000-00-0000	PVT E-2

UNIT	PHONE NUMBER
Co C, 1ST BN, 26Th INF, APO NY 09029	000-0000

NATURE OF PAY INQUIRY *(Be specific)*
Failed To receive my entire allowances For The month of Dec 78

SECTION II *(To be completed by Unit Commander.)* MORNING REPORT

[X] 1. Supporting Document Submitted to Finance	DATE 1 JAN 79	MR NO. 1	DATE 30 Dec 78
[ ] 2. Supporting Document(s) Submitted to Finance		DATE	TL NO.
[ ] 3. Supporting Document Was Not Submitted to Finance, But Will Be on TL or MR			DATE

[ ] 4. Requested Local Payment Is Approved [ ] YES [ ] NO

[ ] 5. Entitlement Due Service Member From ______________ *(PRIOR STATION)*

[ ] 6. Other *(Specify)*

TRANSMITTAL LETTER

SIGNATURE OF UNIT COMMANDER James E. Dlig, Cpt, IN, CMDG

SECTION III *(To be completed by Finance.)*

PROBLEM [ ] ALLOTMENT [ ] ENTITLEMENTS [ ] COLLECTION [ ] LEAVE [ ] NON REC CHECK [ ] NON REC LES [ ] OTHER *(Specify)*

INQUIRY ANALYSIS CAUSE

[ ] 1. NON RECEIPT OF DOCUMENT FROM UNIT COMMANDER

[ ] 2. LATE RECEIPT OF DOCUMENT FROM UNIT COMMANDER

[ ] 3. DOCUMENT RECEIVED FROM UNIT COMMANDER ON TIME BUT TOO LATE TO BE PROCESSED PRIOR TO JUMPS CUTOFF.

[ ] 4. DOCUMENT RECEIVED - FINANCE DID NOT PROCESS.

[ ] 5. DOCUMENT RECEIVED AND PROCESSED. REJECTED ON DJUOL.

[ ] 6. PRIOR STATION

[ ] 7. USAFSA

ACTION REQUIRED

[ ] DA FORM 3684 [ ] LOCAL PAYMENT
[ ] OTHER *(Specify)*

DATE APPROVED LOCAL PAYMENT PAID	SIGNATURE OF PAY CLERK

DA FORM 2142, 1 APR 73 EDITION OF 1 JUL 68 IS OBSOLETE. PFR

Figure 1.

c. Item 3 is completed when the inquiry requires a supporting document which has not yet been sent to Finance. **(NOTE: Examples of actions that require supporting documents are promotions, basic allowance for subsistence or separate rations, and proficiency pay.)** See DA Pam 600-8, chapter 8; and AR 37-104-3.

d. Item 4 is completed if the inquiry involves a local payment, commonly called a partial pay. Item 4 must indicate the unit commander's approval/disapproval if the soldier is in grade E6 or below.

e. Item 5 is completed if the inquiry involves an entitlement due from a previous station. **(NOTE: Examples are adjustments to separate rations and housing allowances.)**

f. Item 6 has to be completed when the inquiry concerns something that does not fit into any of the other categories and requires explanation. This item is also used to show approval or disapproval of a request for advance pay. **(NOTE: For advance pay to be approved, a statement must appear in Item 5 that the soldier has at least 6 months active duty remaining.)**

3. Check to be sure the unit commander has signed the form if the soldier is in grade E6 or below. **(NOTE: Pay inquiries for soldiers E7 and above do not require the unit commander's signature.)**

4. If the pay inquiry contains numerous or messy corrections, help the soldier to fill out a new DA Form 2142. Then check it one last time for completeness.

5. When you are sure the pay inquiry is complete, give it to the soldier if he is going to hand-carry it to Finance. If he is not, forward the pay inquiry to Finance by means of a transmittal letter.

REFERENCES:

AR 37-104-3, Military Pay and Allowances Procedures - Joint Uniform Military Pay System (JUMPS - Army), Apr 73, C15 (chap 1, pages 1 thru 17, para 2)
DA Pam 600-8, Military Personnel Office Management and Administrative Procedures, May 71, C13 (chap 8, page 8-2, para 8-3)

TASK NUMBER: 071-332-5060

PREPARE COMPANY TACTICAL FEEDING PLAN

CONDITIONS:

In an actual or simulated combat environment, during daylight or darkness, given a battalion feeding plan, a map of the company area, and the transportation necessary to deliver the meal.

STANDARDS:

When directed, develop a company tactical feeding plan which provides:

1. Protection from enemy observation and fire for the:

   a. Serving area.

   b. Routes that the transportation to the serving area will use.

   c. Routes that the troops will use to get to the serving area.

2. An organized serving area.

3. Mess gear cleaning facilities.

4. Enforcement of light and noise discipline.

5. Type of ration.

6. A point on the ground where guides will meet the transportation.

PERFORMANCE MEASURES:

1. Tactical feeding plans are necessary to insure that the units to be fed are at the serving area on time, the meals are delivered to the serving area, and the serving area provides tactical security.

2. Usually, field kitchens are located in the field trains (centralized mess) and operate under the supervision of the support platoon leader. Coordination for tactical feeding is accomplished through the battalion and company feeding plans.

3. When the field kitchen is located with the company (decentralized mess) coordination is then accomplished by the company feeding plan only.

4. Feeding plans are the instructions which tell **how** and **when** the feeding will take place. These plans are usually disseminated by fragmentary or oral orders.

a. **Battalion Feeding Plan.** The battalion feeding plans should, as a minimum consider the following:

(1) Time and place of meal issue and methods of cleaning mess gear.

(2) Location of kitchens.

(3) Method of distribution and vehicles to be used for delivery.

(4) Additional items of supply to be sent forward with meal.

(5) Time vehicles leave for or report to kitchen area.

(6) Requirements for guides and designation of release points.

(7) Time vehicles will be released to unit control and time they revert to battalion control.

(8) Any restrictions on movement, e.g., blackout conditions.

b. **Company Feeding Plan.** The company feeding plan must be more detailed. The first consideration for its development is the tactical situation. The following indicates the minimum additional considerations used in the company feeding plan.

(1) Type of ration.

(2) Location of company mess area(s).

(3) Arrangements for vehicles, guides, and/or carrying parties.

(4) Release and return of vehicles.

(5) Supervision of vehicles while under unit control.

(6) Arrangements for feeding attached personnel.

c. **Delivery of Meals.** The tactical situation dictates whether food can be delivered to forward positions from the kitchen area during daylight or darkness. The battalion's mess section is responsible for delivery of food to units. Unit distribution is preferred; however, supply point distribution or a combination of both may be necessary.

d. **Location of Serving Areas.** The tactical situation normally prohibits feeding troops at or near the field mess location in the field trains. This means that serving areas are most often designated in company areas (figure 1). The serving areas should be —

(1) Near a road.

(2) Located as close as possible to the troops to be served.

(3) In an area that is protected from enemy observation and fire as much as possible.

e. **Water Resupply.** Water is normally delivered with meals. The battalion obtains water from the water point in the brigade trains area. The water point is established by the division engineers.

5. Remember that company tactical feeding plans require careful planning and close attention to detail to insure timely and safe distribution of meals in a combat environment.

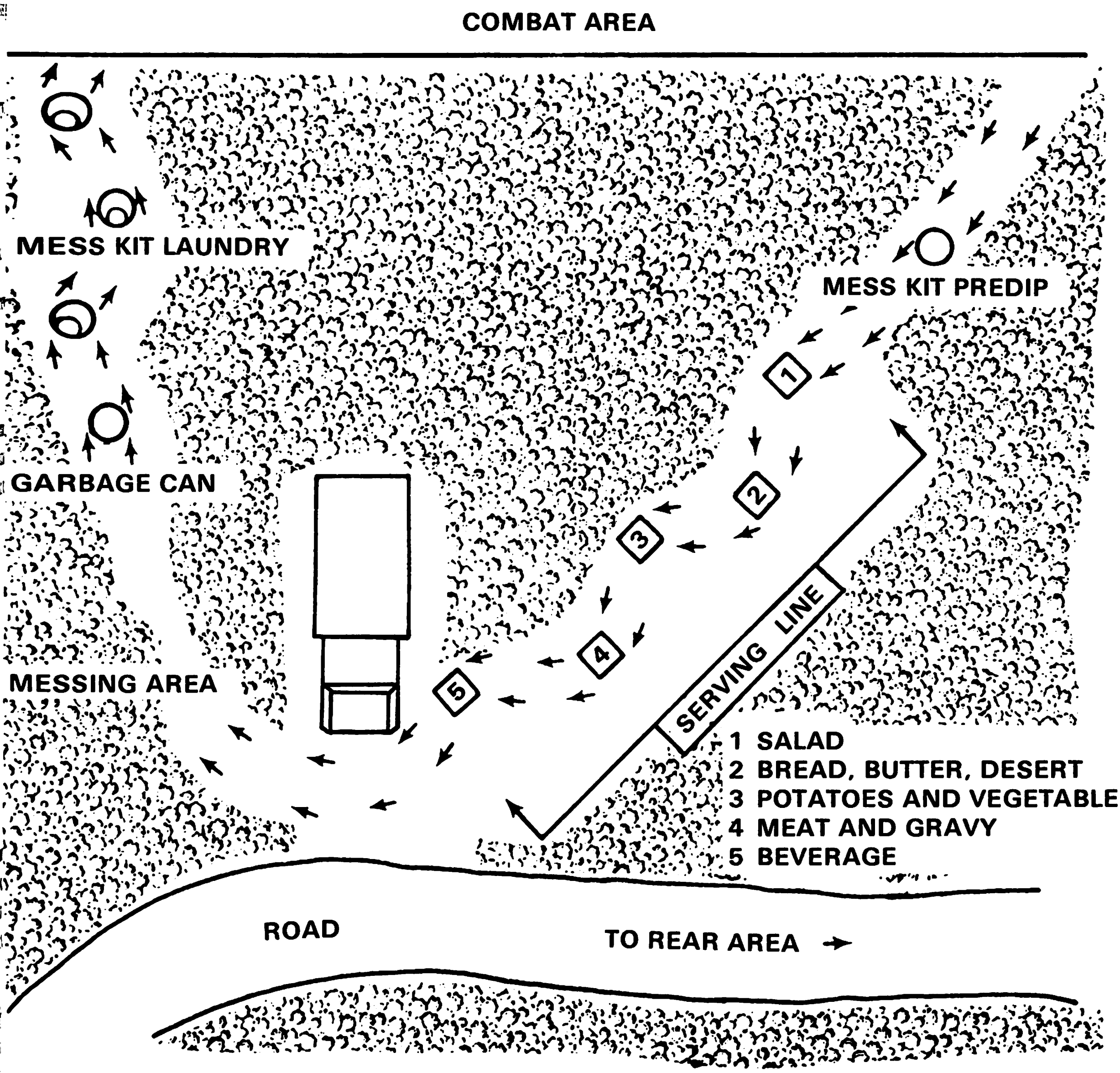


Figure 1. A company serving area.

REFERENCES:

None.

RESERVE COMPONENT

TASK NUMBER: 071-332-5405

MAINTAIN MEAL CARD REGISTER

CONDITIONS:

Given a specific block of numbers or letter prefixes, a ruled memorandum book 8½ x 14 inches (NSN 7530-00-222-3523 or NSN 7530-00-222-3524), and AR 30-1 with local supplements.

STANDARDS:

As a minimum, the meal card register will reflect the following information:

1. Meal card number.
2. Date of issue.
3. Printed name of individual to whom issued.
4. Signature of recipient.
5. Date of withdrawal or destruction.
6. Reason for withdrawal or destruction.

PERFORMANCE MEASURES:

1. The procedures for issuing meal cards are as follows:

a. The installation commander will designate specific blocks of numbers or letter suffixes to be used by each unit issuing meal cards. This is to insure that only one meal card will have a given number at the installation.

b. The unit will designate, on orders (overprinted DF), a meal card controller who will maintain a register in the orderly room (or PAC) of meal cards issued. Meal cards will be prenumbered and signed by the unit commander or an officer designated as the meal card control officer. It will not be necessary to issue new meal cards when there is a change in unit commanders.

2. The unit will maintain a meal card register of all meal cards.

3. The procedures for registering meal cards are as follows:

RESERVE COMPONENT

a. A ruled memorandum book, 8½ x 14 inches (NSN 7530-00-222-3523 or NSN 7530-00-222-3524), will be used as the meal card register. **NOTE: Information required for the register will be recorded along the short side of the register. See figure 1.**

a Card Number	b Date of Issue	c Issued To	d Signature of Recipient	e Date Withdrawn, Lost, or Destroyed	f Reason For Withdrawal
19	29 Feb 76	John Doe	John Doe	1 Jul 78	Leave
19	15 Jul 78	John Doe		1 Nov 78	PCS
20	2 Apr 76	James Brown	James Brown		

Figure 1. Example format of a meal card register.

RESERVE COMPONENT

b. For units issuing 250 or fewer meal cards, a separate page will be used for each meal card number. Units that issue more meal cards than there are pages in the register may use one page to record the issue of up to three meal cards. When a page is used to record the issue of more than one meal card, at least **10-line spaces** will be allowed between card entries.

c. Replacement stream personnel and students undergoing training at training centers and service schools will be issued DD Form 714 (overstamped as described below), as appropriate. These meal cards will be prenumbered serially in accordance with paragraph 4-26b(1), AR 30-1, laminated, and issued to students or replacement personnel. Sections of the meal card entitled **Issued To; Service Number, SSN,** or **Badge Number; Date Issued;** and the **Signature of the Bearer** will not be completed on these cards. Meal card registers will be maintained for these cards.

d. DD Form 714 for personnel other than Active Army will be overstamped to identify the component, service, or program which is provided meals on a common service basis or from which reimbursement is required.

4. The procedures for issue and withdrawal of meal cards are as follows:

a. Refer to figure 2 for instructions on issue and withdrawal of meal cards.

b. In the event a soldier goes AWOL with his meal card, it will be so noted in the meal card register. The card number will remain inactive until the soldier returns and then be reissued to him. If the soldier remains AWOL for more than 30 days, the inactive card number can be reissued as needed.

RESERVE COMPONENT

RULE	IF AN INDIVIDUAL	AND IF THE INDIVIDUAL	ACTION TO BE TAKEN
1.	Is newly assigned to the unit.	Is authorized to subsist without reimbursement.	Issue meal card completing columns a, b, c, and d of meal card register.
2.	Is newly assigned to the unit	Is receiving a basic allowance.	No action is required.
3.	Applies for basic allowance for subsistence	Is granted approval by the commander either in writing or by VOCO	Withdraw meal card in his possession on the effective date for the allowance to begin; complete columns e and f of register, advise individual that he must pay for meals consumed in dining facilities after this date.
4.	Departs on TDY or leave.	Has a meal card in his possession.	Withdraw meal card; complete columns e and f of register; retain card for reissue upon return from leave or TDY.
5.	Reports loss of meal card.		Enter today's date in column e of meal card register, enter loss in column f. Assign new meal card number, do not use the lost meal card number for 30 days unless all other meal card numbers are assigned.
6	Is to be confined in a US Army confinement facility	Has a meal card in his possession	Withdraw meal card; complete columns e and f of meal card register. Retain card for reissue if the individual is to return to the unit following confinement
7	Is being transferred on PCS to a new unit of assignment either on or off of the installation	Has a meal card in his possession	Withdraw meal card and complete columns e and f of the meal card register. Destroy meal card (exception -- laminated cards issued to replacement stream personnel, students or trainees will not be destroyed)
8.	Is a member of the US Air Force on TDY	Has orders stating that he is receiving an allowance for subsistence	No meal card will be issued.
9	Is a member of US forces other than active Army, or is a member of a military assistance programs, labor service, or a foreign military service.	Has been granted approval to have payment for meals consumed made by pay voucher deduction	Issue meal card overstamped with the appropriate symbol in accordance with para 3-54b(8), AR 30-1
10	Is an officer, warrant officer, or enlisted and is required to reimburse the government for meals consumed.	Has been granted approval to make reimbursement for meals consumed by payroll deduction	Issue meal card overstamped with PD as shown in para 3-54b(10), AR 30-1.

Figure 2. Table for the issue and withdrawal of meal cards.

REFERENCES:

AR 30-1, The Army Food Service Program, Mar 77

RESERVE COMPONENT

TASK NUMBER: 101-535-5101

CONTROL THE ACCOUNTING FOR AND SECURITY OF ABSENTEE BAGGAGE

CONDITIONS:

As a unit first sergeant, given absentee baggage files, AR 630-10, AR 700-84, and AR 710-2, insure that the personal effects, personal military clothing, and organizational clothing and equipment of absentees are properly inventoried and secured.

STANDARDS:

Complete all performance measures that your job situation requires, expeditiously, and without error.

PERFORMANCE MEASURES:

1. Identify situations that require the inventory of an absentee's property. Inventories are required:

a. When an individual is reported missing in a combat situation.

b. When the orderly room is notified that an individual is AWOL.

c. When an individual has been hospitalized for more than 120 hours.

d. When it is not possible for an individual going on emergency leave to secure his or her own property. (Under normal circumstances, individuals going on ordinary or emergency leave are responsible for securing their own property in an area designated by the commander, and no inventory is required.)

e. When the unit is notified that an individual has a permanent change of station while on emergency leave (if not previously inventoried).

2. Notify the section sergeant or platoon sergeant that an inventory is required and that:

a. The inventory must be conducted by an officer, warrant officer, or NCO in the grade of E6 or above.

b. The property must be separated into five groups:

(1) Personal military clothing (initial issue items).

(2) Organizational clothing and equipment (TA-50).

(3) Personal effects (civilian clothing and other personal property).

(4) Any other military equipment.

(5) Cash.

c. The person making the inventory must check to see if property actually belongs to the absentee.

d. The person making the inventory must also make sure no one exchanges clothing or equipment with the absentee.

e. The personal military clothing, organizational clothing and equipment, and personal effects, along with inventory results, will be turned over to the supply sergeant.

f. All other military property will be returned to the appropriate hand-receipt holder.

g. All cash will be turned in to you, the first sergeant. (Personal cash will be deposited with the FAO.) The receipt obtained from the FAO will be retained with the absentee files, and a copy will be filed with the individual's DA Form 201.

3. Notify the supply sergeant of the absentee and who is responsible for seeing that the absentee's property is inventoried.

4. Check back to see if inventory is complete and property is secure. (Check back at your convenience; however, all inventorying should be done and all forms prepared and signed within 24 hours.) Look for at least the following items:

a. Prepared DA Forms 3078 listing personal military clothing (three copies).

b. Prepared DA Forms 3645 listing organizational clothing and equipment (two copies).

c. Personal effects inventories prepared on plain paper (three copies).

d. The inventories should be signed by the inventorying individual.

e. The unit commander or an officer representative should have verified and initialed each inventory.

f. The originals of each inventory should be locked inside the duffle bag or other suitable container along with the property.

g. The duplicate copies of the inventories should be kept in an absentee file (file number 1416-20).

h. One copy of the personal effects inventory on AWOLs should be pulled and sent to the personnel section for filing with DA Form 201.

5. Identify when property may be turned in, shipped, or signed for by the individuals.

a. When an individual returns from AWOL, hospital, or leave, he retrieves his property from supply, inventories it, and signs the original copies of the inventories. The original copies are placed in the absentee file and all duplicates are destroyed.

b. All organizational clothing and equipment will be turned in to the CIF when an individual is hospitalized for more than 60 days, transferred while on emergency leave, or AWOL.

c. Ship personal military clothing and personal effects to individuals transferred. (You must give the supply sergeant the orders transferring the individual before he can ship the property.)

d. Personal military clothing is turned in to the supply support activity when an individual is dropped from the rolls as a deserter.

e. Personal property must be offered to the individual's next of kin after the individual is dropped from the rolls. (This is done by a board of officers appointed by the installation commander.)

6. Inform the supply sergeant on status of individuals.

7. Check to see if turn-in's or shipments have occurred.

8. Spot check absentee's-baggage files periodically.

a. Obtain names of absent individuals.

b. Obtain names of individuals absent within the last 6 months.

c. Obtain absentee files (file number 1416-20).

d. See if files are separated into an active file (property still on hand) and an inactive file (property no longer on hand).

e. See if duplicate copies of inventories are on hand for each individual still being carried absent.

f. See if original copies of inventories signed by individuals who have returned are on file in the inactive file.

g. See if copies of turn-in documents, mail receipts, etc., are on hand for items not signed for by individuals.

h. See if absentee's baggage is adequately secured in an area away from routine supply traffic.

9. Require that corrections be made, if appropriate.

REFERENCES:

AR 630-10, Absence Without Leave, and Desertion, Jan 74 (chap 2)
AR 700-84, Issue and Sale of Personal Clothing, Jan 74 (chap 6)
AR 710-2, Material Management for Using Units, Support Units, and Installations, Aug 71 (chap 2)

TASK NUMBER: 071-332-5404

ORGANIZE/SUPERVISE THE COMPANY TRAINS AREA

CONDITIONS:

In a combat environment, during daylight or darkness, given a map, a general trains location, and the available trains personnel, vehicles, equipment for a specific unit, and the commander's guidance.

STANDARDS:

1. When directed, organize the trains location. Minimum considerations for organizing a company trains location are:

a. Accessibility to roads.

b. Cover from direct fire, and concealment from enemy aerial and direct observation.

c. Dispersal of personnel, vehicles, and equipment.

d. All personnel must be assigned a defense position, and crew-served weapons must be assigned primary and alternate sectors of fire.

e. Section integrity should be maintained.

2. Once the trains are established, supervise the company trains. As a minimum, you must insure that:

a. Light and noise discipline is maintained.

b. Guards are alert.

c. Fighting positions are prepared.

d. Camouflage discipline is maintained.

e. Missions are conducted as required.

PERFORMANCE MEASURES:

1. The company is the lowest element that establishes a trains. The company trains are organized by grouping personnel, equipment, and vehicles to provide administrative and logistical support for the company. The usual activities conducted in the company trains area are:

a. Distribution of all supplies.

b. Organizational maintenance of vehicles, radios, and other equipment.

c. Administrative activities, the company aid post, and the company mess area (if the battalion mess section is decentralized).

d. Storage of the equipment of the infantry company not immediately required for tactical operations.

2. The general trains location is usually selected by the company commander and may be specified in his order. Exact location and organization of the trains require careful consideration of the tactical situation, the unit's mission, and the desirable characteristics described below. The trains location should:

a. Be near the company command post. There should be a convenient road net that will allow forward units to reach the trains rapidly. The system should contain alternate routes.

b. Not interfere with operations of combat elements. Trains areas must be far enough from the combat elements so they do not impede a tactical unit's freedom of movement.

c. Contain sufficient space to permit dispersion of vehicles and activities.

d. Offer concealment from hostile ground and aerial observation.

e. Offer firm ground for vehicles.

f. Be located where no terrain feature, such as an unfordable river, is a barrier to supply and evacuation operations.

g. Be located on terrain that favors defense against air or ground attacks and facilitates local security.

h. Be near a source of water.

i. Have a suitable landing site for attached or supporting aircraft.

3. The following techniques are normally used when employing the company trains:

a. Offense. In a fast-moving mechanized attack, the trains may remain with the company or collocate with the battalion combat and/or field trains. By collocating with the battalion trains, company trains gain additional security and increased coordination with logistical elements of the battalion. Similar techniques may be employed in a dismounted attack as the situation requires.

b. Defense. In the defense, the company trains are normally located with the company CP. This will vary, depending on the terrain and available road nets.

4. The company trains area must be organized to insure that the trains can perform their mission, provide their own limited security, and maintain tactical discipline.

a. To insure security and tactical discipline when the trains are stationary, the following considerations must be supervised and checked:

(1) Camouflage discipline.

(2) Defense plan to include fighting positions.

(3) Guards assigned to secure the location.

(4) Light discipline.

(5) Noise discipline.

(6) Dispersion of personnel, vehicles, and equipment.

(7) Integral road nets should be one way.

(8) The use of dismount points.

b. When the trains are moving with the company, supervisory tasks consist of:

(1) Maintaining convoy interval.

(2) Insuring that each vehicle commander and the personnel riding on or in the vehicle know where they must go and what they must do if the convoy receives ground or aerial attack.

(3) Insuring that all personnel riding in vehicles are assigned a sector of observation and fire.

(4) Insuring that personnel report enemy sightings immediately.

(5) Maintaining airguards.

REFERENCES:

None.

CHAPTER 3

SENIOR INFANTRY SERGEANT

SECTION II

OPERATIONS SERGEANT
DUTY POSITION

TASK SUMMARY

TASK NUMBER: 071-332-5000

PREPARE AN OPERATION OVERLAY

CONDITIONS:

During battalion combat operations, CPX, FTX, or a contingency in peacetime, given a complete copy of an OPORD your unit is to execute, commander's or S3's guidance (to include time available for preparation), overlay paper, tape, map of operational area, colored pencils (red, black, blue, green, yellow), No. 2 pencil, coordinate scale, and appropriate symbols.

STANDARDS:

Within the time specified, the overlay must:

1. Be identified by map reference data, effective date, and purpose.

2. Contain classification markings and downgrading instructions, if applicable.

3. Contain distribution instructions and authentication if distributed separately.

4. Be prepared in accordance with overlay techniques as outlined in FM 21-30, chapter 4.

5. Be prepared with boundaries and unit locations plotted to within 50 meters; tactics/fire support control measures to within 25 meters.

PERFORMANCE MEASURES:

1. **General.** Overlay techniques involve the use of military symbols to portray in a condensed form the plans, orders, and information concerning a military situation/operation.

2. **Relationship of overlay to written portion.** See task: **Prepare, Assemble, and Distribute an Operation Plan/Operation Order/ Annex.**

3. **Registering the overlay.**

a. Orient the overlay material over the map area to be annotated and, if possible, attach it to the map temporarily with tape.

b. Trace the grid intersections nearest the opposite corners of the overlay and label each with the proper grid coordinates (figure 1).

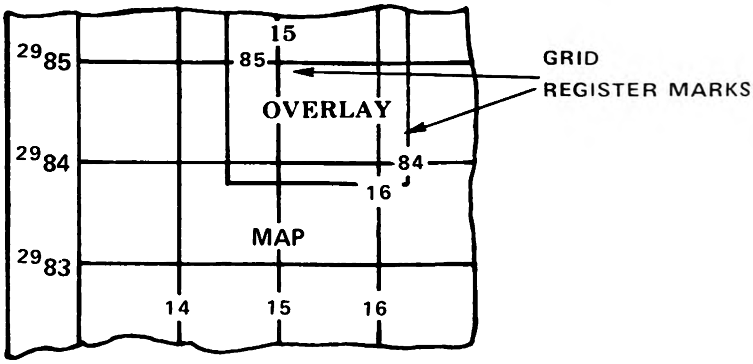


Figure 1. Registering the overlay.

4. **Plotting of new detail.** Use colored pencils or markers in standard colors when available to plot any detail (FM 21-30, chap 4); otherwise, plot the activities you wish to show with a pen or pencil that makes a lasting mark without cutting the overlay. Use standard military symbols where possible. When nonstandard symbols are invented by the author, they must be identified on the edge of the overlay. Show only that detail with which the document is directly concerned.

5. **Classification.** See task: **Prepare, Assemble, and Distribute an Operation Plan/Operation Order/Annex.**

6. **Overlay techniques.**

a. Use of Solid and Broken Lines. When the location of a unit installation or coordinating detail (for example, line of departure or boundary) is in effect and will continue, or is effective by the order being prepared, the appropriate symbol is shown by solid lines. The symbol indicating any proposed or future location, or coordinating detail to become effective at a later time, will be shown by broken lines. An exception to this rule: **the no-fire line (NFL) is always a dashed line.**

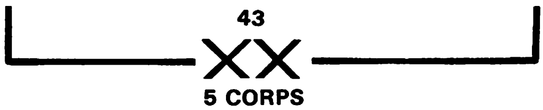
b. Boundaries.

(1) Boundaries show areas of responsibility. In the offense, these are referred to as **zones of action.** In the defense and retrograde operations, they are referred to as **sectors of responsibility.** When described orally, lateral boundaries are described from rear to front in the offense and from front to rear in the defense and retrograde.

(2) Rear boundaries are used when the area of responsibility for forward units must be precisely defined. When a rear boundary is not delineated, the rear limit of a unit's area of responsibility is determined by visualizing a rear boundary drawn (preferably along a natural terrain feature) generally parallel to the front, and connecting at the rearward limit of the unit's lateral boundaries.

(3) If a rear boundary is shown, the size indication along the boundary corresponds to the lower unit. Arm or branch are shown when required to prevent confusion.

EXAMPLE:



(4) Desirably, boundaries are drawn along terrain features easily recognizable on the ground, and are situated, if possible, so that key terrain features, avenues of approach, and rivers are wholly inclusive to one unit. They are shown by a solid line if presently in effect or made effective by the order being prepared. Their use is based on the techniques and tactics peculiar to the type of tactical operation in which they are used.

(5) Future or proposed boundaries are shown by a broken line and labeled to indicate the effective time, if appropriate.

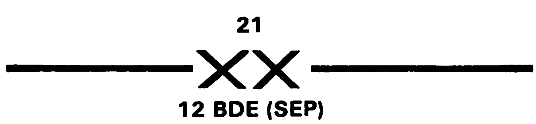
EXAMPLE:

EXAMPLE:

(6) A symbol is placed on the boundary to show size and designation of the highest units that share the boundary.

(7) If the units are of unequal size, the symbol of the higher unit is shown and the designation of the lower is given completely to show its size.

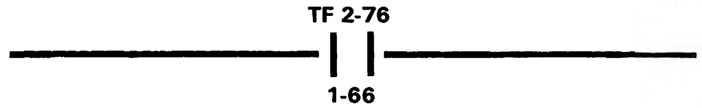
EXAMPLE: Boundary between 21st Inf Div and 12th Inf Bde (Separate).



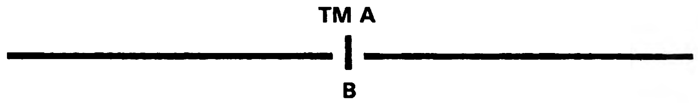
(8) On overlays or sketches accompanying written or oral orders that specify task organization:

(a) Unit designations on battalion boundaries will indicate the numerical designation. If the battalion is organized into a task force, the letters "TF" will precede the numerical designation. A unit symbol is identified as a task force by placing the symbol ⌐¬ over the unit size designation ( ). Company boundaries will be labeled with the appropriate letter unless the company is organized into a team. In the latter case, the boundary will be labeled with the abbreviation "TM" and the letter designation or a code name. On other boundaries, only the unit designations for clarity are required. Branch designations may be added when necessary for clarity. When unequal size units have a boundary in common, the designation of the smaller unit is spelled out.

EXAMPLE: Boundary between a task force under the control of the commander of the 2d Bn (Mech), 76th Inf (TF 2-76) and the 1st Bn, 66th Inf.

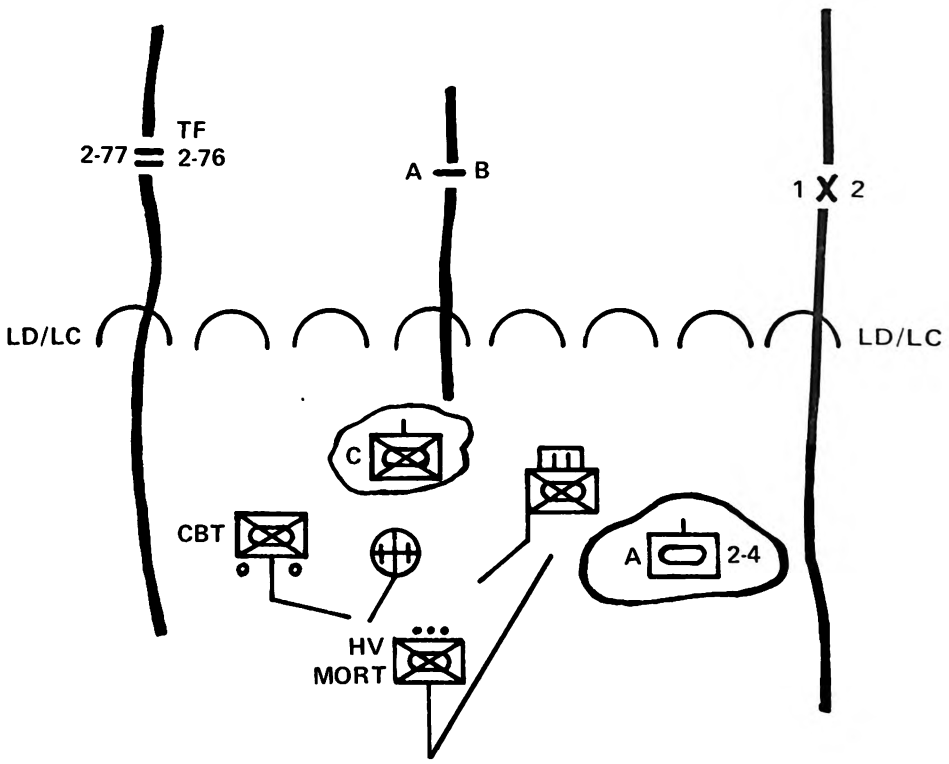


EXAMPLE: Boundary between a team under control of the commander of A/2-77 (TM A) and B/2-77.



(b) Since the parent unit designated is shown on boundaries, organic subordinate unit and activity symbols within these boundaries need not indicate the parent unit.

EXAMPLE:



c. Axis of Advance.

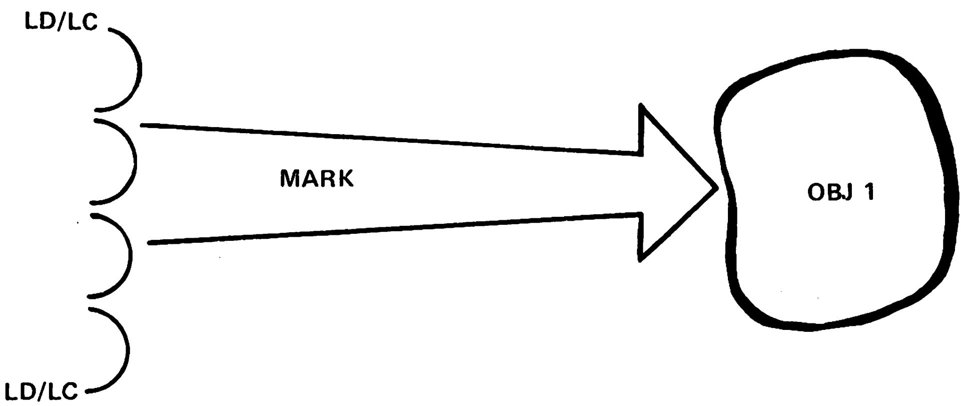
(1) An axis of advance arrow should extend only as far as this form of control is essential to the overall plan. Normally, it is depicted from the LD to the objective following an avenue of approach. It indicates that the commander may maneuver his forces and place his fires freely to either side of the axis, to avoid obstacles, to engage the enemy, or to bypass enemy forces of such strength that could not threaten his security or jeopardize the

accomplishment of his mission. The commander insures that such deviation does not interfere with adjacent units, that his unit remains oriented on the objective, and that the location and size of the bypassed enemy forces are reported to higher headquarters. Boundaries may be assigned as an additional control measure when using the axis of advance if the situation so dictates.

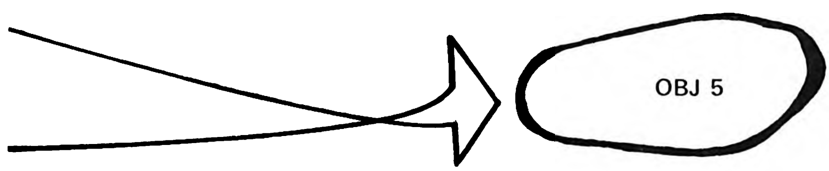
(2) A commander need not employ his unit in a single column on his assigned axis; he may designate the assigned axis as the axis of advance for one maneuver unit and designate an additional axis for another maneuver unit, or he may designate two axes of advance following, generally, the assigned axis. Care must be exercised in assigning additional axes to minimize the possibility of interference with adjacent units.

(3) In armor and mechanized operations, an axis of advance is most frequently used against light, disorganized or discontinuous enemy resistance, such as may be encountered in the exploitation or pursuit, and where the need for a closely coordinated attack does not exist.

(4) The technique of depicting an axis of advance is shown below. The axis of advance is identified by either a code name or unit designation.



(5) To differentiate between a ground axis of advance and an air assault axis of advance, a twist is placed in the shaft of the open arrow, symbolic of a propeller.



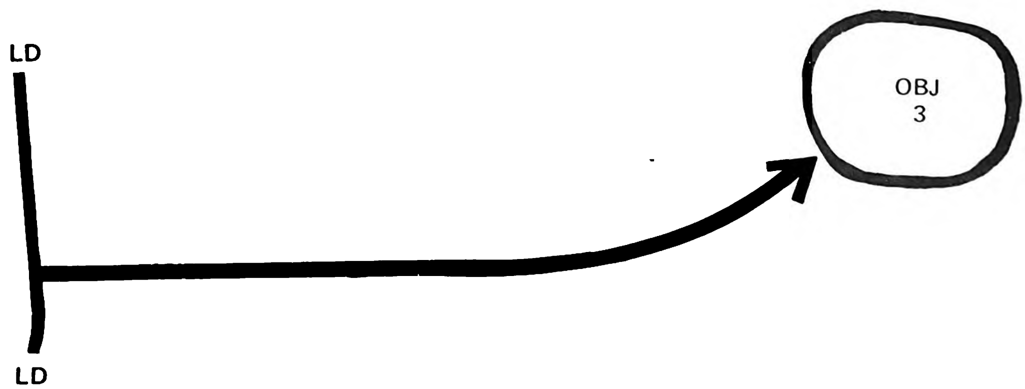
d. Route of March.

(1) Arrows are used to show route of march. They should be labeled with the word "ROUTE" and a code name or unit designation.

(2) A route of march will usually be designated for short tactical moves.

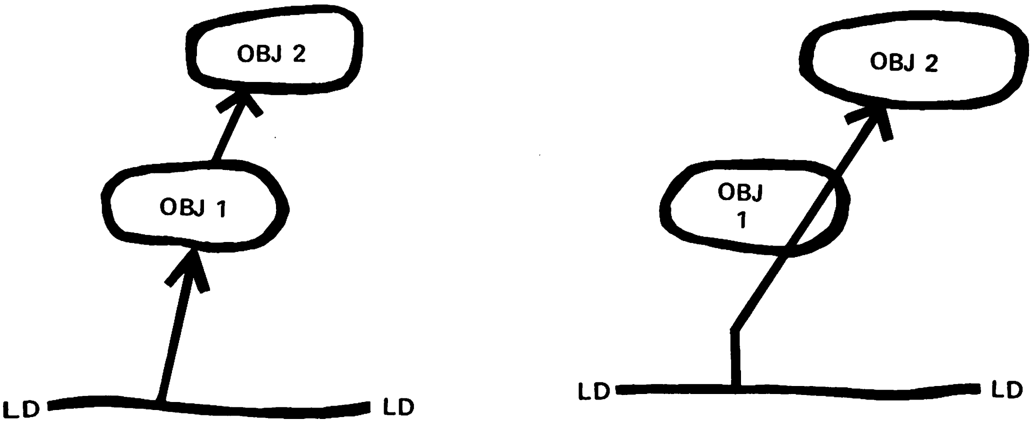
(3) If start points (SP) and release points (RP) are used in conjunction with a route of march, the following graphic portrayal will apply:

e. Direction of Attack Arrows. This control measure is used when the commander desires to specify the direction in which the center of mass of a subordinate unit must move in an attack to insure the accomplishment of a closely coordinated plan of maneuver (for example, in a night attack or counterattack). A direction of attack arrow should extend from the line of departure to the objective and is not labeled.



(1) The arrow should be used only where necessary because it restricts the maneuver of the subordinate unit.

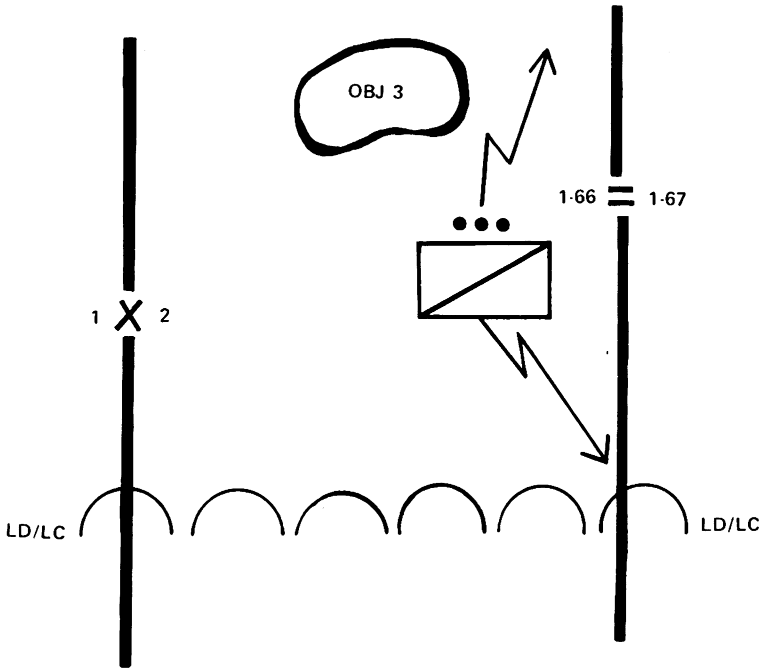
(2) When a unit is directed to seize successive objectives with its main attack along a certain line, either one arrow extending through the objectives to the final objective or a series of arrows connecting the objectives may be used.



(3) The size of the arrow does not indicate whether the subordinate unit is making the main or a supporting attack for the command as a whole.

f. Graphic Portrayal of Units Assigned a Security Mission.

(1) To show the general location of a unit with a security mission, arrows indicate generally the terrain over which the unit will operate and the farthest extension of its mission.



(2) The primary security mission will normally be depicted on an operation overlay; however, secondary/proposed missions will not be depicted on an overlay.

g. Graphic Portrayal of Supply Routes.

(1) The main supply route (MSR) is defined as: The route(s) designated within an area of operations upon which the bulk of traffic flows in support of military operations. **NOTE: The term is not used below division level.**

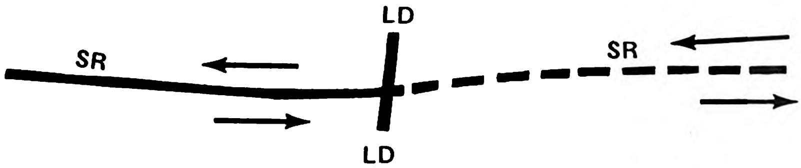
(a) In the defense, division will extend the MSR forward to the brigade trains. The brigade's supply route (SR) will extend from the brigade trains to the battalion trains. The battalion's SR will extend from the battalion trains to a point at the rear of the forward company defense sectors.

(b) In the offense, the proposed SR may be shown forward to the objective, or as far as the S4 can visualize the combat service support for the operation. Forward of the LD, it is shown as a broken line.

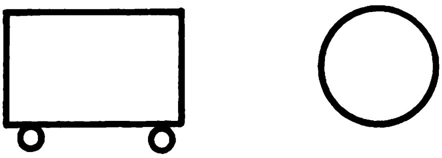
(2) The symbols to be used by division and battalion to depict the MSR are as follows:

DIVISION MAIN SUPPLY ROUTE (MSR) (OFFENSIVE ACTION)

BRIGADE/BATTALION SUPPLY ROUTE (SR)

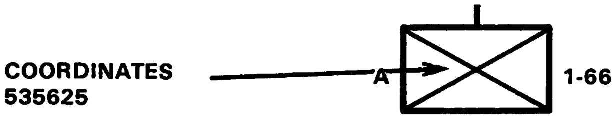


(3) At battalion and brigade level, combat service support facillities may be depicted on the operation overlay or their locations disseminated by the S4, as appropriate.

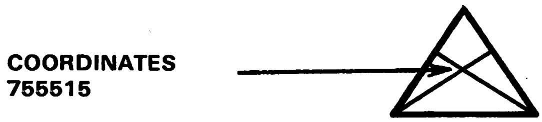


h. Graphic Portrayal of a Unit Location.

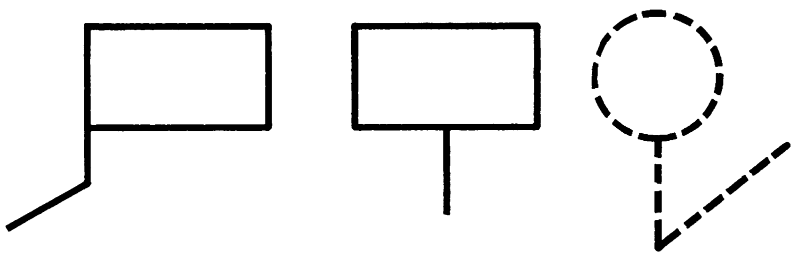
(1) To show the location of a unit on an overlay, the symbol should be drawn so that the center of the symbol corresponds with the coordinates at which the unit is located.



(2) To show the location of a trains area, observation post, or a logistical activity, the center of the symbol also should correspond with the coordinates at which the element is located.



(3) The offset technique is used for clarity when space precludes normal placement of symbols. Offset staffs may be "bent" as required. The offset staff is dashed for future or proposed locations. Offset staffs extend vertically from the bottom center of the symbol (except for CPs) and the end of the offset staff indicates exact locations of CPs and aid stations and **center of mass** for other units or installations. The staff for a CP symbol is always located on the left edge.



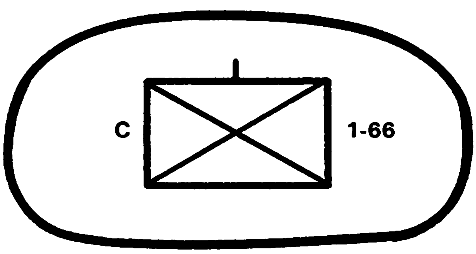
(4) Location of units.

(a) The locations of attacking units are normally indicated by boundaries (and CP symbols when the locations of the CPs are known) or by unit symbols.

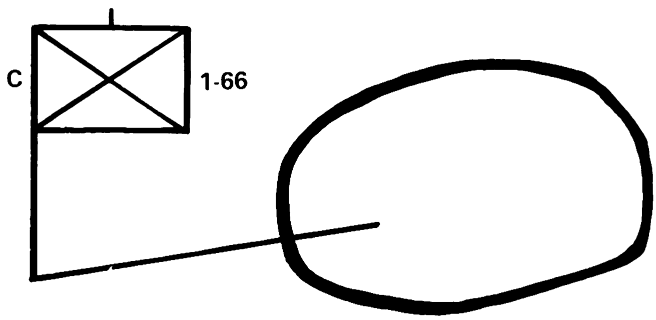
(b) The location of the reserve is indicated on the operation overlay by an assembly area symbol and by a CP or unit symbol.

(c) Graphic representation of reserve in the offense.

1. Reserve location, C/1-66.



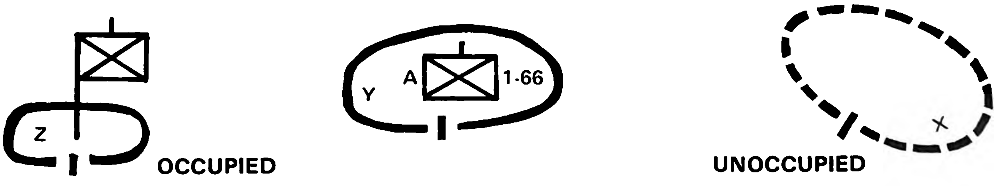
2. Command post, C/1-66 (reported).



(d) Reserve units of a force assigned a defense position or battle position are normally shown by a line enclosing the area occupied or to be occupied, i.e., a "goose egg." These positions may be numbered or lettered for convenient reference.

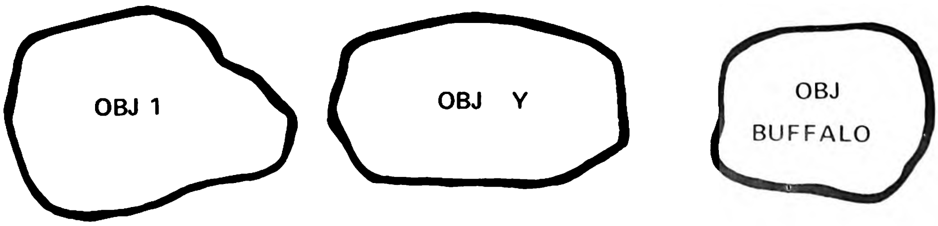
(e) Occupied and unoccupied company assembly area (reserve location):

(f) Occupied and unoccupied reserve company battle position:



i. Objective(s).

(1) Each objective is identified by the abbreviation "OBJ" and a number, letter, or name designation.

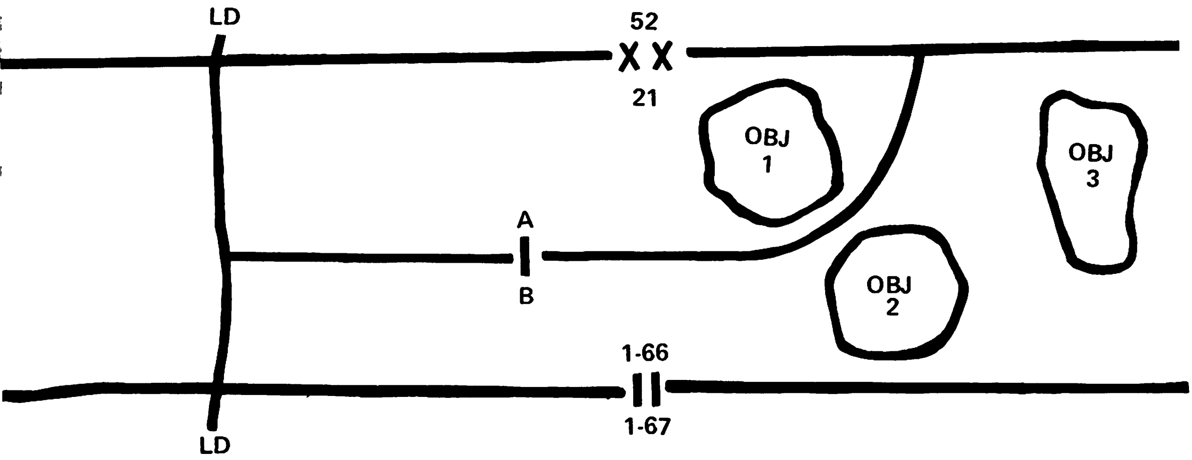


(2) An objective assigned by higher headquarters may be given entirely to one subordinate unit, or it may be divided. If divided, the objective may be shown graphically as separate objectives and numbered accordingly, or it may be divided into two objectives by a boundary line.

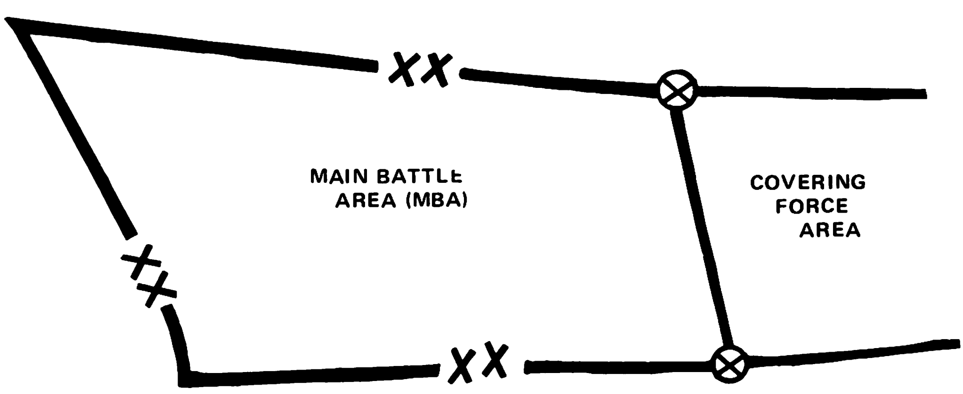
j. Pinching Out a Unit.

(1) This type operation is indicated by drawing the boundary across the front of the unit, usually along a well-defined terrain feature such as a stream, ridge, or highway.

(2) The following example indicates that Co A will be pinched out after seizing Obj 1; Co B will seize Obj 2 and continue the attack to seize Obj 3.



k. Defensive Battlefield. The defensive battlefield is organized into the covering force area and the main battle area (MBA).



l. Control Measures.

(1) Line of departure. The line of departure (LD) serves as a control measure to coordinate the advance of the attacking units. Desirable characteristics:

(a) Clearly defined on the ground and on the map.

(b) Approximately perpendicular to the direction of attack.

(c) Under control of friendly units.

(d) The LD is marked on **both** ends.

(2) Line of contact.

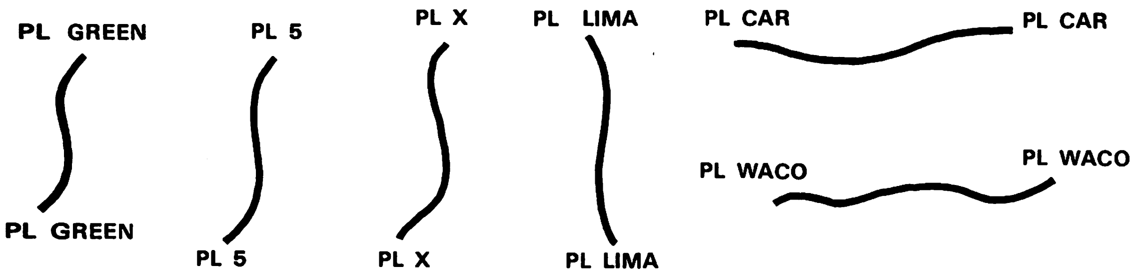
(a) When units are in contact with the enemy, the frontline will be shown as a series of arcs, and the ends of the arced line will be labeled "LC."

(b) If the LC is used as an LD, it will be marked "LD/LC."

(c) If the LC is not used, the LD will be shown by a solid line marked "LD."

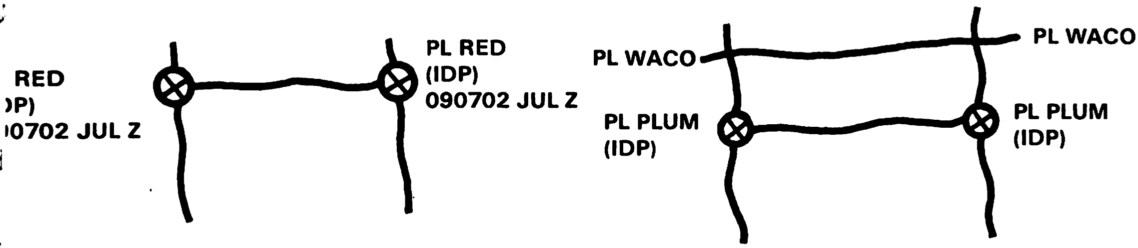
(3) Phase line(s) (PL). Phase lines are used to control progress of units and for reference in issuing orders or receiving reports. They should be easily recognized terrain features normally perpendicular to the direction of advance. A PL is also used to control fires, unit movement, and even limit the advance of attacking elements. Units report the arrival or clearance at a phase line but do not halt unless ordered to do so. PLs are drawn as a solid line with the letters PL at each end of the line, or where appropriate to allow easy identification. A PL is identified further by a number, letter, or code name (which can be phonetic letters, colors, flowers, cars, or any code system) under or beside the PL abbreviation.

XAMPLE: Phase Line(s)



(4) Initial delay position (IDP). An IDP is that location at which a delaying action will begin, trading space for time. The delay sector is defined by boundaries. The initial and all subsequent delay positions can be related to as a time-phased FEBA. The initial and subsequent delay positions are specified and PLs may be used to report the progress of the battle. The enemy is held forward of delay lines until the specified time or until permission is granted to withdraw. The initial and successive delay positions are shown on boundaries by coordination points with a solid line between them. Although most IDPs are given a code name, they may have a number, letter, or a variety of code names. The letter abbreviation (IDP) can be to the flank (when at the flank, it is in parentheses) of the coordination symbol or on the line itself. It will have its time phase indicated in date-time group fashion having a two-digit day and four-digit hour, both connected. The month indicator can be a three-letter type or completely spelled out, depending upon the desires of the commander. The letters "IDP" should be placed in parentheses between the line code name/letter number and the date-time group.

EXAMPLE: Initial Delay Position



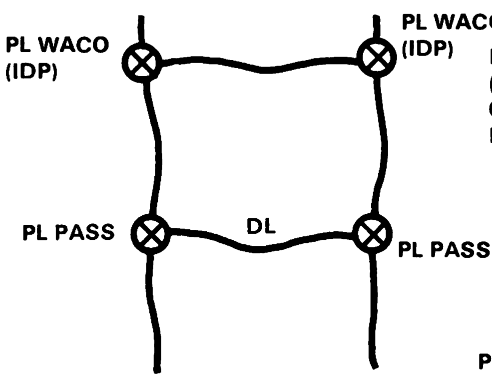
(5) Delay lines (DL). These indicate a location at which a succeeding delay position is to be located. Delay positions (other than initial) are drawn the same with the exception that the letter abbreviation would be "DL" along the line and none would be placed to the flanks at the coordinating points.

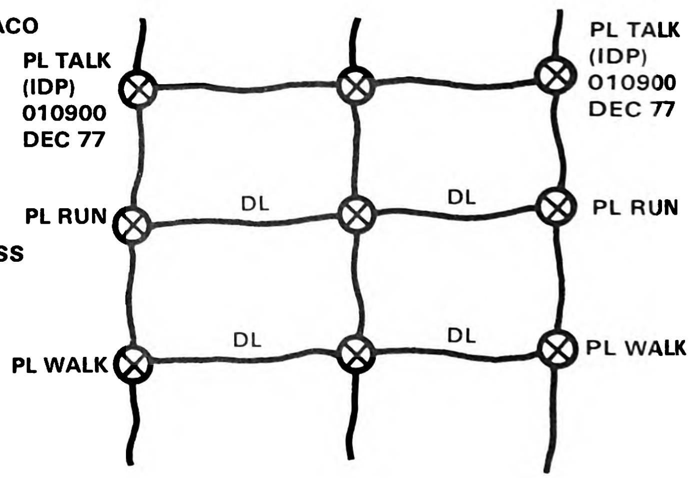
(6) Coordinating points.

(a) Coordinating points are designated on boundaries as specific points for coordination of fires and maneuver between adjacent units. They are indicated whenever a boundary crosses the FEBA and should be indicated whenever a boundary crosses the covering force. Coordinating points are also used where DLs and internal boundaries intersect.

(b) Coordinating points should be located at some terrain feature easily recognizable both on the ground and on a map. Their location on a boundary indicates the general trace of the FEBA, covering force, or delay line (DL) as visualized by the commander who designates them.

(c) The symbol for a coordinating point is: ⊗ The symbol is labeled as appropriate.





(7) Checkpoints. Checkpoints, shown graphically by a circle with a number, letter, or code word inside, are easily recognizable terrain features or objects such as crossroads, churches, long buildings, stream junctions, hills, bridges, and railroad crossings. These may be selected throughout the area of operation. By reference to these points, the subordinate commander may rapidly and accurately report his location, or the higher commander may designate objectives, boundaries, assembly areas, phase lines, etc., to his subordinate commanders (example: (3)).

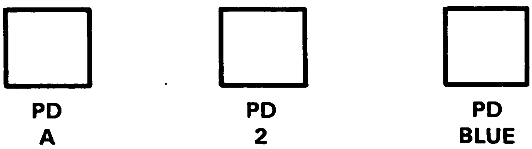
(8) Contact points. Contact points, shown graphically by numbered squares, are designated at points between units where the commander desires the units to make physical contact. Contact points may also be used to delineate areas of responsibility in specific localities when boundaries are obviously unsuitable; e.g., between elements of a flank guard (example: $\boxed{2}$).

(9) Passage point (PP). A passage point, shown graphically by squares with the letters "PP" and the number or letter designation of the passage point within the squad (example: $\boxed{\substack{PP\\4}}$), may be designated along the LD or the FEBA of the unit being passed through. The passage point(s) will be located where the commander desires subordinate units to actually pass.

(10) Linkup points. A linkup point should be an easily identifiable point on the ground and map that will be used to facilitate the joining, connecting, or reconnecting of elements of a unit or units. They are used when two or more Army elements are to join each other, when Army and sister service elements are to join each other, and when Army/sister service and allied elements are to join each other. The linkup is an operation in itself and may be conducted as part of an airborne or airmobile operation, an attack to assist in the breakout of an encircled force, or an attack to join an infiltrating force. The battalion would participate in a linkup as part of a larger force, or it may conduct a linkup within its own resources. Symbols for linkup points are a circle with a dot in the center. A number, letter, or name/code name is placed near the symbol in such a manner so as to insure it is referring to that symbol.

EXAMPLE: Linkup Points

(11) Points of departure are normally shown along the LD for night attacks. They are graphically portrayed as a square continuing "PD" with a letter, number, or code name below. Center of mass of the symbol is its location.



REFERENCES:

FM 21-30, Military Symbols, May 70 (chap 4 and app B)
FM 71-2, The Tank and Mechanized Infantry Battalion Task Force, Jun 77 (app N)

TASK NUMBER: 071-332-5001

PREPARE, ASSEMBLE, AND DISTRIBUTE AN OPERATION PLAN/OPERATION ORDER/ANNEX

CONDITIONS:

During battalion combat operations, CPX, FTX, or peacetime contingency, given all items of information necessary for a basic five-paragraph operation order and selected annexes, appendixes, and tabs; classification of annexes/appendixes, and items of information; name of S3 and commander; downgrading instructions for classified items; oral instructions (including time available) from the commander/S3; pencil or typewriter; paper; chapter 1 and annexes C and D, FM 101-5.

STANDARDS:

1. Within the time specified by the commander's guidance, items must be correctly sequenced into the basic five-paragraph operation order.

2. Annexes and appendixes must be properly labeled and sequenced.

3. The operation order/operation plan:

a. Must follow format specified in performance measures.

b. Must possess correct classification.

c. Must be properly authenticated.

d. Must contain correct distribution instructions.

e. Must be completed and distributed in time to allow the accomplishment of the mission.

PERFORMANCE MEASURES:

1. **Operation orders.** Written operation orders or plans always follow a prescribed format which contains a classification, heading, body, and ending, as outlined in the foldout, figure 4. The elements of the format are discussed in subsequent paragraphs.

a. **Classification.** To determine correct classification, see Task: **Determine the Correct Classification and Downgrading Declassification Markings for Documents.** For training purposes, when there is no actual classification, the word "Classification," in parentheses, is shown at the top and bottom of each page of the order, to show that the classification was not inadvertently omitted.

OPERATION ORDER/PLAN FORMAT
(Based on STANAG 2014, 3d Edition)
(Classification)

(Changes from oral orders)

H
E
A
D
I
N
G

Copy No_____of_____copies
Issuing Headquarters
Location of CP
Date/Time Group
Message Reference No.

OPORD No./OPLAN No. (Code Name)

Reference:

Time Zone Used Throughout the Order:

Figure 1. OPORD heading.

b. **Heading.**

(1) Reference to oral orders. A statement or reference to oral orders is made whenever oral orders have previously been issued for an operation and the written order is published to either confirm or change the oral order. If there was no oral order, no statement is made. In the case of no change, the statement will appear as, "(No change from oral orders)." If there is a change, a statement such as, "(No change from oral orders, except paragraphs 1c, 3b, c and e)" will be used. Entries of this type are always in parentheses.

(2) Copy No_____of_____copies. The issuing headquarters assigns a copy number to each copy of a written order or plan. A record is maintained, showing the number of the specific copy issued to each addressee. The copy number, stated as, "Copy No_____of_____copies," is entered by hand when the copies are ready for distribution.

(3) Issuing headquarters. The official designation of the organization issuing the order is always shown; e.g., "1st Bn, 66th Inf," or "TF 2-76," etc.

(4) Location of CP. The physical location of the headquarters issuing the order is identified by coordinates (lettered prefix followed by a six-digit grid coordinate). The name of the town or place will normally be included (if applicable), and the name of the country may be included. Example: "BITBURG (NA689432), GERMANY."

(5) Date/time group. The date/time group consists of six digits, followed by the time zone designator, month, and year. Example: "061030R Sep 70." The date/time group is the date and time the order is effective,

unless otherwise stated in "Coordinating Instructions." Furthermore, it is the date/time attachments and detachments are effective, unless otherwise stated in "Task Organization"; paragraph 1c, "Attachments and Detachments"; or paragraph 3, "Coordinating Instructions."

(6) Message reference number. The message reference number consists of letters or numbers, or a combination of letters and numbers, which permit the order to be acknowledged in the clear, using the message reference number. These letters and/or numbers should in no way refer to the fact that it is connected with an operation order. Therefore, it is not advisable to have any continuity or similarity between the message reference numbers of successive orders nor should there be any association with any numbering system used by the unit message center in its distribution. The message reference number may be assigned by the S3, or a block of reference numbers may be assigned by higher headquarters, normally as part of the CEOI. All annexes and appendixes issued at the same time as the basic order and having the same distribution will bear the same message reference number as the basic order. Annexes and appendixes not issued at the same time as the basic order or having a different distribution will contain a message reference number different from that of the basic order. Examples of possible message references are: "BQR, 4826" or "RF 28." Acknowledgment may be made as follows: "This is R26. I acknowledge BQR, over. . . . "

(7) Title and number of orders or plans.

(a) Orders. Operation orders of an organization are numbered consecutively during the period of a calendar year. If two or more are issued on the same day, they are given consecutive numbers, e.g., "OPORD 24," "OPORD 25," etc.

(b) Plans. Operation plans are normally numbered consecutively during the calendar year and assigned a code name. When executed, the order of execution will specify the operation order number, e.g., "OPLAN 3 (COBRA) is OPORD 5 effective 070800R July." Normally, the time of execution, or H-Hour, would also be specified.

(8) Reference. The reference designates the map, sketch, or aerial photograph required for the operation. The country or geographical area, the map series, the scale, the name or number of sheets, and edition number are given in sufficient detail to identify the exact reference used in preparation of the order. Example: "Reference Map, POLAND, Series M550, 1:50,000, PIESDA Sheet (7062), Edition I."

(9) Time zone used throughout the order. This item is always listed. The time zone letter designator is spelled out in capital letters, e.g., "ROMEO." The time zone letter designator need not be repeated in the body and ending of the operation order.

c. **Body.** The body consists of the task organization and five main paragraphs, with each given a heading. These headings are written in capital letters. All major subparagraphs are also given headings.

B O D Y

Task Organization:

1. SITUATION
   a. Enemy Forces.
   b. Friendly Forces.
   c. Attachments and Detachments.
   d. Assumptions.*

2. MISSION

3. EXECUTION
   a. Concept of Operation.
   b.
   c.
   d.

   —.

   Coordinating Instructions. (Always the last subparagraph)

4. SERVICE SUPPORT

5. COMMAND AND SIGNAL
   a. Signal.
   b. Command.

*Used only in an operation plan.

Figure 2. OPORD body.

(1) Task organization. The task organization indicates the tactical groupings resulting from the commander's internal organization for combat, the command relationship among the various tactical components, and the names or titles assigned to these groups, when applicable.

Example brigade task organization:

Task Org:

TF 2-79
- 2-79 Mech (-)
- B/2-6 Armor
- 1/C/2-23 Cav (OPCON)
- 1/C/52 Engr (DS)

TF 2-80
- 2-80 Mech (-)
- C/2-6 Armor
- 2/C/52 Engr (DS)

2-81 Mech

TF ATLAS
- 2-6 Armor (-)
- A/2-79 Mech
- C/2-80 Mech

Bde Con
- C/2-23 Cav (-) (OPCON)
- 7-52 FA (DS)
- B/125 Avn Bn (OPCON)
- C/52 Engr (DS)

(a) Tactical groupings. The tactical groupings resulting from the commander's reinforcing, cross-attaching, and internal reorganizing are listed to reflect the initial organization for the conduct of a specific operation. The major subordinate units of the force issuing the order are normally listed alphabetically or numerically, depending on the level — battalion or brigade — in the same sequence established for paragraph 3: largest command headquarters, infantry, infantry (mech), airmobile infantry, airborne infantry, and armor. A control paragraph will also be shown, as appropriate: "Bde Con" or "TF Con." Generally, only the combat and combat support elements are shown in the task organization at brigade and battalion level.

(b) Command relationships. Organic, attached, operational control, and supporting units are indicated in the task organization as follows:

1. Organic or attached elements are listed without any parenthetical expression. Attached elements are indented and listed under the unit to which they are attached. A detachment of a major subordinate element is indicated by the use of a minus sign (-). Organic or attached elements may be shown further attached, OPCON, or in support of subordinate elements.

2. Operational control elements are indicated with a parenthetical expression, "(OPCON)." OPCON units may further be shown OPCON or in support of subordinate elements.

3. Only supporting units that have been directed by higher headquarters to provide direct support to the unit headquarters issuing the order (issuing unit), or that have been further directed to provide direct support to subordinate elements of the issuing unit, are shown in the task organization at brigade and battalion level. Supporting units providing general support and artillery units providing reinforcing and general support-reinforcing fires are not shown in the task organization. Reinforcing and general support-reinforcing artillery units will be placed in paragraph 1b, Friendly Forces, of the operation order/plan. Units providing direct support will be qualified with a parenthetical term, "(DS)," which denotes a command relationship of support between the supported and the DS unit and the degree of support that will be provided. "(DS)" in task organization does not denote a mission assignment to the supporting unit; mission assignment will be made in the next higher headquarters order and may be included in the appropriate annex to the issuing unit order/plan, e.g., engineer, fire support, barrier, etc. However, a supporting unit directed to provide direct support **will not** be given a separate subparagraph in paragraph 3 of the issuing unit because these units remain under command of their parent units.

Task Org:

A/2-76 (-)
  AT Sec

  B/2-76

C/2-76

Tm ARMOR
  A/2-4 Armor
  1/A/2-76

TF Con
  1/A/52 Engr (DS)

(c) Names, titles and/or designations.

1. Names, titles, and/or designations which are assigned to task forces/teams and are to be used during an operation are indicated in the task organization. To insure accuracy, the unit designations in the task organization are somewhat more precise than that required throughout the remainder of the order. Names or titles assigned to task forces/teams are used throughout the order; however, alphabetical or numerical designations of units may be abbreviated when used elsewhere in the order.

Example:

Tm ALPHA
A/2-76 (-)
1/C/2-4 Armor
****

Tm STRIKE
B/2-76
2/C/2-4 Armor
****

C/2-76 (-)

Tm CLAW
C/2-4 Armor (-)
3/A/2-76
1/C/2-76

TF Con
****

NOTE: In the example above, 2-4 Armor is identified by branch, whereas 2-76 Mech is not. This is done to preclude misunderstanding about the branch/type/capability of nonorganic units.

2. If desired, the rank and name of a task force/team commander may be shown parenthetically following the title. This is not a common practice, and is generally restricted to a task force/team which comprises more than one major subordinate maneuver element, where a question would arise regarding identification of the commander, e.g., a task force comprising two battalions and commanded by a brigade XO.

(d) Considerations for task organization.

1. When the issuing headquarters (supported unit) establishes a further command relationship, it is indicated in the task organization. The supported commander cannot assign a command relationship which is more restrictive than that received from higher headquarters, e.g., a unit in direct support cannot further be attached or placed under operational control.

2. Organic units performing normal support/security missions (such as headquarters and headquarters company, combat support company) and their subordinate elements (such as the scout/reconnaissance platoon, heavy mortar platoon, redeye section, aviation section, and organic combat service support elements) are not included in the task organization, unless elements of these units are further attached or placed in direct support of subordinate units, or detached from the issuing headquarters. In this case, they may be listed for the purpose of accounting for forces. Omission of these units from the task organization implies that they are performing their normal role. This will normally be the case. In the event these units are performing a "unique" mission (combat) directly under battalion/task force control, they may be shown in task organization.

3. The use of (-) in the task organization states that a unit has detached one or more of its major subordinate elements. The use of (-) in the task organization also denotes that a unit under OPCON of one headquarters has placed one or more of its subordinate elements under OPCON of another headquarters. The detached or OPCON element would then be shown in an attached or OPCON status under another unit within the task organization, or listed in paragraph 1c, **"Attachments and Detachments,"** if detached from the headquarters issuing the order. Similarly, since attached and OPCON units are listed under their control headquarters, the use of (+) is not necessary.

4. When the task organization is lengthy and complex, it may be appended as an annex and referenced in the **"Task Organization"** of the order.

5. It is not necessary to repeat task organization matters already known by subordinates. When minor adjustments (not more than two) to the present task organization are involved, only the changes themselves need be specified. For example, if the only change to the existing task organization for the operation is detaching the 1st Platoon from A/2-4 Armor and attaching it to A/2-76(-), thus forming a company team which will be named "Tm ALPHA," the task organization may be shown as follows:

OPORD Example:

Task Org: No change, except 1/A/2-4 Armor attached to A/2-76(-) (Tm ALPHA).

(2) Paragaph 1, SITUATION. Paragraph 1 of the operation order has three subparagraphs: **"Enemy Forces," "Friendly Forces,"** and **"Attachments and Detachments."** In operations plans, a fourth subparagraph, **"Assumptions,"** is added. Paragraph 1 gives a brief description of the general situation so that subordinate commanders will understand the current situation. It is devoted exclusively to information and contains no orders.

(a) Paragraph 1a, Enemy Forces.

1. Paragraph 1a contains information of the enemy necessary for the accomplishment of the mission or consists of a reference to the method and/or document by which the information was disseminated. Normally, the S2 will, as a matter of routine, provide such information to subordinates by means of an intelligence summary (INTSUM), rather than wait until an operation order is published. When an order is published, if subordinates have already received the enemy information pertinent to the operation, paragraph 1a consists of a reference to the method and/or document by which the information was disseminated. Since an INTSUM is normally prepared at regular intervals or as prescribed by unit SOP, and because it is desired that the recipient of an operation order keep abreast of the current enemy situation as portrayed in each new INTSUM, reference to a specific INTSUM by number is generally avoided and the phrase "Current INTSUM" is used.

2. When the information of the enemy which is to be included in the order is lengthy, it may be appended as an Intelligence Annex and referenced in paragraph 1a. Reference can be made to the annex and INTSUM in paragraph 1a.

3. Information of the enemy in the order is given in the following sequence:

- Items pertaining to the enemy situation (composition, disposition, location, movement, morale, strength, status of supply).
- Enemy capabilities.
- Enemy's most probable course(s) of action.

(b) Paragraph 1b, Friendly Forces.

1. Paragraph 1b contains information concerning missions of higher, adjacent, supporting, and reinforcing units. Information should be limited to that which the subordinate commanders need to know to accomplish their assigned missions. These units are listed in the following sequence:

- Higher unit (As a minimum, the mission of the next higher unit).
- Adjacent units (Listed in sequence: left, right, front, rear, as applicable).
- Supporting/reinforcing units (FA, ADA, others in any order).

2. Since units providing direct support to the issuing headquarters are listed in the task organization, they need not be repeated in paragraph 1b. One of the purposes of paragraph 1b is to show those units which are providing support or reinforcement which is in addition to the support that is normally present. Units which are reinforcing or general support-reinforcing are listed in paragraph 1b. It would also be appropriate to list units which are in direct support of the next higher headquarters. For example, artillery and engineer units in direct support of a brigade provide a support advantage to the maneuver battalions attached to the brigade which is above the normal degree of support available, and, consequently, they would be listed in paragraph 1b of the battalions' operation orders. Organic divisional support units normally employed in general support of the division are not mentioned at brigade and lower levels since their employment in this role provides no unusual, distinct support advantage to brigades and subordinate commands.

(c) Paragraph 1c, Attachments and Detachments. Paragraph 1c lists those units attached to or detached from the issuing unit for the operation concerned, to include any existing attachments remaining in effect. The effective time of the attachment or detachment is indicated when it is other than the time indicated in the heading of the order or in the task organization. When all attachments and detachments are clearly depicted in the task organization, this subparagraph will only make reference to

"**Task Organization.**" Reference to the task organization and a listing of an attachment and/or detachment may be combined if the attachment/detachment is occurring at a time which precludes convenient inclusion in the task organization.

Example:

Attachments and Detachments

(1) Task Organization.
(2) 1-1 Armor attached effective 161000 Nov.
(3) B/1-21 Cav released from attachment effective 161800 Nov.
(4) 1-68 Inf detached to 2d Bde effective 170800 Nov.

(d) Paragraph 1d, Assumptions. An operation plan will always contain paragraph 1d, "Assumptions." These are the commander's assumptions and are used as a basis for developing the plan. For example, a counterattack plan would include an assumed penetration. The assumed penetration is normally shown graphically or stated in paragraph 1d along with other assumptions establishing conditions upon which the plan is based.

(e) When information normally listed in paragraph 1 is known by subordinates, it is unnecessary to repeat these items. Only reference to changes or confirmation of items that remain unchanged should be made.

Example:

1. **Situation.**

a. Enemy Forces. Annex A (Intelligence).

b. Friendly Forces.

(1) 1st Brigade attacks 070600 Dec to seize high ground vic BONN (NA6740): prep to continue attack east.

(2) 2-77 Mech attacks 070600 Dec to seize high ground vic HILL 1124 (NA6643): prep to continue attack east.

(3) 2-23 Cav screens Bde south flank from NA624390 to NA673387.

(4) 7-50 FA DS 1st Bde.

(5) 7-53 FA GSR to 7-50 FA.

(6) TACAIR and Engr spt: No change.

c. Attachments and Detachments. Task Org.

NOTE: This example depicts that the TACAIR and engineer support are the same as for the preceding operation and this information is known by subordinates.

(3) Paragraph 2, MISSION. The mission is a clear, concise statement of the task to be accomplished by the command. The mission statement

normally contains the WHO, WHAT, WHEN, and, as appropriate, WHY and WHERE, as taken from the higher headquarters order or as deduced by the commander and restated in his planning guidance to his staff. The HOW (unit or units making the main attack, formation, and other amplifications) more properly belongs in paragraph 3a, Concept of Operation. The mission is stated in full, even if shown on the operation overlay; it must be able to stand alone without reliance on an overlay or schematic and will make no references to "objectives." Paragraph 2 never has subparagraphs.

OPORD Examples:

1st Bde attacks 100600 Mar to seize high ground vic HILL 972 (NA7642) - 1025 (NA7943): prep to continue attack north.

NOTE: The WHY in the defense mission statement is normally inferred by the WHAT, i.e., to retain or defend the high ground, key terrain, or areas specified by the coordinates.

(4) Paragraph 3, EXECUTION. Paragraph 3 contains the concept of operation, missions and tasks for each element of the command (organic, attached, or under operational control) which will execute a tactical role in carrying out the unit's mission, and coordinating instructions pertaining to the conduct of the operation.

(a) Paragraph 3a, Concept of Operation. This paragraph states in brief the commander's tactical plan. It describes the scheme of maneuver and plan of fire support, including nuclear fires, if applicable (as taken from the commander's decision and concept to his staff or developed during staff planning). Although brief, this subparagraph is stated in sufficient detail to insure appropriate action by subordinates in the absence of specific instructions.

1. Scheme of maneuver. The scheme-of-maneuver portion of paragraph 3a contains statements of the placement and movement of major maneuver elements and provides principal missions to each of these elements. In essence, it is the commander's decision (from his estimate of the situation), modified as necessary by appropriate reference to its graphic portrayal on the operation overlay (if applicable).

- In an attack operation order, the scheme of maneuver portion specifies the elements making the main and supporting attack (when the commander has designated a main and supporting attack), assigns objectives to the attacking elements, and designates the element(s) in reserve, to include primary missions.

- In a defense operation order, the scheme-of-maneuver portion specifies the units occupying the FEBA (left to right) and designates the reserve and the position(s) to be occupied by the reserve.

2. Plan of fire support. The fire support portion of paragraph 3a contains a brief summary of the fire support which will complement the scheme of maneuver. It will include, as applicable, the following items:

- nuclear rounds assigned to complement the scheme of maneuver, held in reserve or on call, shown by number, type, yield, target and time, as applicable.

- nonnuclear preparation starting time and duration (attack).

- allocation of final protective fires (FPF) (defense).

- priority of fires.

- special fires (e.g., chemical, smoke, etc.).

- tactical air support.

- reference to the fire support annex.

3. Paragraph 3a may be divided into two subparagraphs: (1) describing the scheme of maneuver and titled "Manuever," and (2) covering the plan of fire support and titled "Fires." Further, when it is concluded that the operation is to be executed in two or more distinct phases, the "Concept of Operation" will be prepared in subparagraphs describing each phase. Each phase is designated, e.g., Phase I, Phase II, etc. The requirement for dividing paragraph 3a is determined by the S3 upon considering the details and complexity of the operation and the need for clarity.

NOTE: Reference will be made to appropriate annexes that are to be distributed to subordinate units. Annexes will be referred to in the body of the order at the first place that the subordinate commanders need be made aware of their existence. An operation overlay and fire support annex, when issued, are two annexes normally referred to in the concept of operation of a written operation order. Reference to the operation overlay will be placed on the same line and immediately following "Concept of Operation." Reference to the fire support annex will be the last item within the concept of operation paragraph.

4. Task assignments to security forces are written using the imperative to "screen," "guard," "cover," or "provide rear area security." Since missions to security forces cannot be clearly described graphically, they must be stated in the written portion of the order.

5. The sequence of listing units in paragraph 3 is indicated below. Within each major branch grouping (infantry, armor, and artillery), units are placed in order, first by size (battalion, companies, platoons); then, within like-size units, by numerical or alphabetical designation, as applicable. Task forces and teams are listed by reference to their official numerical/alphabetical designation although their temporary name/title is used.

- Largest command headquarters/combined arms command. For example, if a task force comprised two or more battalion-size (company) units and under command of the XO (constituting a higher level headquarters than a battalion (company)) it would be listed first. The size headquarters is the determining factor, not the number of maneuver elements subordinate to the headquarters.

- Infantry units.
- Armor units. List tank units first, then cavalry units.
- Reconnaissance/scout platoon.
- Heavy mortar platoon.
- Antitank platoon.
- Redeye section.
- Any other units performing a straight combat mission, listed in alphabetical sequence by branch. (For example, an engineer platoon with a combat mission, rather than its normal support mission.)
- Artillery units. List field artillery first, then air defense artillery units.
- Other elements providing combat support, listed in alphabetical sequence by branch. (For example, Aviation or Engineer.)

6. Those units indicated above which are not in a specific unit's task organization are simply omitted from the sequence. For example, reconnaissance/scout platoon, heavy mortar platoon, Redeye section, and AT platoon are rarely found at brigade level; therefore, they are omitted from the sequence of units at brigade level.

7. Headquarters and headquarters company/combat support company and their subordinate elements, such as the communications platoon, ground surveillance section (battalion), and aviation section (brigade), and combat service support elements are not assigned a mission subparagraph unless elements of these units are given a special tactical mission.

8. Combat support company would appear in battalion/TF task organization if the combat support company headquarters were used as a tactical control headquarters and assigned a specific tactical mission, to include contingency missions. Under these circumstances, combat support company would also be assigned a subparagraph within paragraph 3, and would be listed in sequence after all lettered infantry companies but before any infantry platoons that might be operating under battalion/TF control.

(b) Coordinating Instructions. The final subparagraph of paragraph 3 is, "Coordinating Instructions," and contains tactical instructions and details of coordination (other than signal items) applicable to two or more elements of the command. When there are no coordinating instructions, the word "None" will be placed after the heading. Coordinating instructions may include:

1. Essential elements of information (brigade and higher levels) or specific orders for information (normally battalion and lower levels) of an intelligence nature.

NOTE: The order is only one method the S2 uses to disseminate EEI (brigade and higher) or orders for information (battalion). Absence of these items in the order does not mean the S2 is not disseminating this information.

2. Any counterintelligence measures not a matter of SOP (except signal counterintelligence).

3. Restrictions on the use of nuclear weapons.

4. Troop safety instructions, if different from SOP, e.g., operation/exposure guide (OEG).

5. Effective time of attachment or detachment of units within the issuing headquarters organization, when such times are different from the effective time of the order and are not indicated in the task organization.

6. References to annexes not mentioned elsewhere in the body of the order.

7. Time, date, or condition the order or plan becomes effective, when the order or plan is not effective on receipt. For example, in operation plans, the subparagraph would include the phrase: "Effective for planning upon receipt; for execution, on order."

8. Reference to nulcear allocation in the nuclear fire support appendix to the fire support annex when necessary for clarity (brigade level only).

(5) Paragraph 4, SERVICE SUPPORT. Combat service support procedures at brigade and battalion are usually routine and covered by SOP. Therefore, an administrative/logistics order is normally not required. Since the division administrative/logistics orders are distributed down to battalion level, reference to this in paragraph 4 of a brigade order will normally suffice. At brigade and battalion levels, pertinent information on current and projected locations of administrative and logistical installations and facilities will normally be shown graphically on the operation overlay. Other logistical or administrative information may be disseminated by means other than an operation order; therefore, paragraph 4 of the operation order at this level generally does not contain lengthy administrative or logistical instructions. When required by the nature of the operation and details involved, paragraph 4 may contain such subparagraphs as necessary, following the sequence, including paragraph headings, corresponding to the administrative/logistics orders.

(6) Paragraph 5, COMMAND AND SIGNAL. Paragraph 5 contains two subparagraphs which are entitled "**Signal**" and "**Command,**" in that sequence.

(a) Paragraph 5a should contain, as a minimum, the index of the effective communications electronics operation instructions (CEOI) to be in effect. Any special instructions relating to signal communications, such as instructions on the use of radio or pyrotechnics, or restrictions on the employment of any means of communications, should be placed in the subparagraph.

(b) Paragraph 5b will include the location of the command post of the issuing unit (if not shown graphically) and the location of the command group, e.g., "Cdr will follow the main attack," or "Cdr will be located at OP #1." It may include instructions to select and report locations of command posts of the subordinate units, and the location of the command post of the next higher headquarters. Designation of an alternate command post may be entered in this subparagraph if it is different than stated in the SOP.

E N D I N G

Acknowledgment Instructions.

Commander's Last Name
Commander's Rank

Authentication: **

Annexes:

Distribution:

(Classification)

**Used only when applicable.

Figure 3. OPORD ending.

d. **Ending.** The ending of the order consists of the acknowledgment instructions, signature of the commander, authentication (if required), list of annexes (if any), and the distribution.

(1) Acknowledgment instructions. These instructions are placed under the final subparagraph of the body of the order and are given neither a heading, a paragraph number, nor a letter as a subparagraph. They may contain detailed acknowledgment instructions or simply the word "Acknowledge." Acknowledgment will always be given using the message reference number, unless otherwise directed. The acknowledgment of an order means that the order has been received and understood.

(2) Signature of commander. The original copy (No. 1) of a written order will bear the actual signature of the last name of the commander, or his designated representative, written above the typed last name and rank. This copy is retained in the unit files as a matter of record.

(3) Authentication. The last name and rank of the commander appears on all copies of the order. If the commander or a specifically authorized representative signs a master copy, the use of which permits automatic reproduction of the document with the signature thereon, no further authentication is required. If this signature is not reproduced, authentication by the S3 is required on all subsequent copies. Annexes are authenticated by the unit staff officer responsible for its preparation.

EXAMPLE: Acknowledgment Instructions

E
N
D
I
N
G

OFFICIAL: CASALENGO
LTC

BLAKE
S3

ANNEXES: A - Intelligence
B - Operation Overlay
C - Fire Support

DISTRIBUTION: A
1st Bn, 38 In

2. **Annexes.** Annexes are those supporting documents attached to the order/plan, or distributed at a later time, to amplify and supplement the instructions in the order/plan. All annexes to operation orders/plans that are to be distributed are listed by letter and title. When there is only one annex listed, the word "Annex" is used. When the annex is to be issued later, the parenthetical phrase, "(to be issued)" should follow the title of the annex. If there are no annexes, this term will be omitted.

a. Annexes that have a wider distribution than the basic order, or are to be issued separately from the basic order, must have suitable identification with respect to the basic order and bear the same heading and ending as the basic order except for the title of the annex and the message reference number.

b. Annexes are issued to all units or agencies whose actions are affected by information or instructions contained in them. Detailed information included in an annex need not be covered in the order. As previously noted, each annex should be mentioned the first place in the body of the order where it is desired to call subordinates' attention to the information contained in the annex.

c. Maps, sketches, or overlays frequently are used as annexes. When the written portion of a plan or order is placed directly on a map or overlay, the map or overlay then becomes the plan or order itself, and is not an annex.

3. **Distribution.** This indicates to whom the order is distributed. Frequently, use of a distribution code, as established by the unit SOP, will be sufficient. A combination of a distribution code and listing of units not included by the code may be used. STANAG 2014, 3d Edition, states, "When orders are to be distributed either to a unit of a nationality other than that of the issuing headquarters or to a NATO command, the distribution list normally will be given in full."

ANNOTATED BATTALION ATTACK ORDER

The order and its number. Orders are numbered consecutively throughout the calendar year.

Reference. The reference designates the map, sketch, aerial photograph, or other documents required to understand the order. Reference to a map includes the map series number **(and country or geographical area, if required)**, sheet number **(and name if required)**, edition and scale. **EXAMPLE: Map, Series M550,POLAND, PIESDA Sheet 7062, Edition 1, 1:50,000.**

The zone applicable to the operation will always be listed. Times in other zones are converted to this time zone for this operation.

"Task Organization" indicates the tactical groupings derived from the commander's organization for combat, command relationships among tactical components, and names or titles assigned to these groupings.

Paragraph 1, "SITUATION," contains information of enemy forces, friendly forces, and attachments to or detachments from the battalion. This paragraph is devoted exclusively to information. It contains subparagraphs a, b, and c. In an operation plan, assumptions are listed as subparagraph 1d.

Paragraph 1a, "Enemy Forces," contains factual information of the enemy listed in the following sequence: Items pertaining to the enemy situation **(e.g., composition, disposition, strength, morale, and status of supply)**; enemy capabilities; enemy' most probable course(s) of action. In most situations, reference to current intelligence summaries, published intelligence documents, overlays, or annexes is sufficient.

Paragraph 1b, "Friendly Forces," refers to higher, adjacent, and supporting or reinforcing units and their mission. They are listed higher, adjacent **(left, right, front, and rear)**, field artillery, air defense artillery, and supporting units in any order. Supporting units contained in the task organization are not repeated.

Paragraph 1c, "Attachments and Detachments," lists units attached to or detached from the battalion with effective time **(if applicable).** If these units are indicated in the **"Task Organization,"** reference is entered as illustrated.

Paragraph 3a, "Concept of Operation," contains the commander's scheme of maneuver and plan of fire support. The scheme of maneuver portion contains statements of the placement and movement of major maneuver elements and provides principal missions to each element.

In subsequent separate lettered subparagraphs, give additional tasks to be accomplished by each element of the battalion.

The last subparagraph is entitled, **"Coordinating Instructions."** It contains tactical instructions and details of coordination applicable to two or more elements. An exception is signal instructions, which always appear in paragraph 5a. Annexes not mentioned elsewhere in the order are listed here. When there are no coordinating instructions, the word "None" is entered.

The commander or his designated representative signs the first copy. If the signature is reproduced, no authentication is required. If the signature is not reproduced, authentication by the S3 is also required on subsequent copies.

Distribution usually refers to a standard distribution list, adding any additional units that are required. SOP distribution in this case includes higher headquarters, organic and attached units, supporting units, staff, and file. If desired, adjacent and reinforcing units may be added.

In this example, the order is written on the overlay (overlay-type order). Orders may also be prepared with an overlay or overprinted map as an annex, or completely written without graphic portrayal of information. In the last case, those items normally presented graphically must be described in the body of the order.

(CLASSIFICATION)

COPY NO 1 OF 1 COPY
1-67 INFANTRY
HILL 411 (4367)
091300A SEP 19
Y14

OPORD 11
Reference: No change
Time Zone Used Throughout The Order: ALFA
Task Org: A/1-67(-) | B/1-67 2 AT Sec. | C/1-67 1 AT Sec. | Bn Com 1/B/21 Eng. (DS)

1. SITUATION
a. Enemy Forces: Elements of the 38th Infantry Regiment occupy positions just forward of the line of contact (Squad & Platoon - size). In our zone, one squad is suspected on HILL 394 (OBJ 1), and a platoon in prepared positions occupies HILL 403 (OBJ 2) As we apply pressure the enemy squad will probably withdraw to OBJ 2, or farther to the north. The platoon on OBJ 2 will stand and fight Although ground reinforcement is unlikely, the enemy will have substantial indirect fire support.
b. Friendly Forces:
(1) 3d Bde atks 100430 Sep to secure high ground E & W of SCHONSREUTH (4458), E of ROSSACH (3858) and ALTENBANZ Ridge (4158); prepares to continue atk N on order to secure HILL 450 (4260) and high ground S of HERRETH (4459)
(2) TF 1-70 atks 100430 Sep to secure ALTENBANZ Ridge (3758) cont atk on order to seize HILL 450 (3959)
(3) 1st Bde atks 100430 Sep to seize WELSBERG Ridge (4056)
(4) 1-47 Arty DS 3d Bde, 8-637 Arty R 1-47 Arty
(5) B/21 Engr, w/1 Sec AVLB DS 3d Bde.
(6) 9th AF spts atk
c. Attachment and Detachments: Task Org.

2. MISSION
1-67 Infantry atks 100430 Sep to seize high ground SW of UNTERSIEMAU (4056)

3. EXECUTION
a. Concept: Bn atks 100430 initially with Co B on the right to secure OBJ 1. On Order, when seizure of OBJ 1 is imminent, the Bn(-) atks along axis BLUE to secure OBJ 2 with Co A, Comd Gp, and Co C in that order initially on a single column axis. Once Co A deploys into its assault position, Co C will move to occupy positions in the woodline southwest of OBJ 2 prepared to support Co A's assault by fire or maneuver on order. On order, a 5-min prep will be fired on OBJ 2 once Co A begins deployment into its assault position Priority of fire to Co B until OBJ 1 is secure, then to Co A. Annex A. (Fire Spt)
b. Co A: Spt Co B's atk of OBJ 1 by fire from VIC LD.
c. Co B: Spt atk of OBJ 2 with all available firepower from VIC OBJ 1.
d. Co C: Spt Co B's atk of OBJ 1 and the atk of OBJ 2 with mortar fire
e. Scout Plt screen west flank from LD to rear of Co C
f. Hv Mort Plt GS
g. Redeye Sec GS, priority to maneuver elements, CP, and trains
h. At Plt (-): GS follows Co B.
i. Coordinating Instructions N is 12 o'clock for consolidation on OBJ 2 Consolidation assignments will be issued following the assault.

4. SERVICE SUPPORT
a. Admin Log SOP, no change
b. Trains and aid station remain in present location, displace following TOC.

5. COMMAND AND SIGNAL
a. Signal:
(1) CEOI index 1-26
(2) Co B monitor Co A command net once OBJ 1 is secure.
(3) Emergency signal for shifting supporting fires; two green smoke streamers
b. Command:
(1) Comd Gp follow Co A.
(2) TOC remain present location, move on order

Acknowledge

NOBLE
LTC

OFFICIAL:
Hill
HILL
S3

Annexes: A - Fire Support (Omitted)
Distribution: A

(CLASSIFICATION)

Classification is centered at the top and bottom of each page. If the order is an overlay-type or an overlay is issued as an annex to the order itself, the classification is centered at the top and bottom of the overlay. Classification is determined by the S3. For training documents, an actual classification is not entered; therefore, the word "(Classification)" is used.

The phase **"No change from oral orders"** or **"No change from oral order except paragraph"** appears here if oral orders have been issued. If oral orders have not been issued, no entry is made.

Copy number assigned by issuing headquarters. Used for accountability and maintaining logs on distribution of the order.

Official designation of unit issuing order.

The physical location of the battalion headquarters is designated by map coordinates. The name of the town or place is normally included.

Date/time group is the time the order is effective unless otherwise specified in paragraph 3, **"Coordinating Instructions."** It is also the date/time attachments and detachments are effective unless otherwise stated in **"Task Organization,"** paragraph 1c **"Attachments and Detachments,"** or **"Coordinating Instructions."** Time must include time zone suffix.

Message reference number assigned by the issuing headquarters for acknowledging and referring to the order in the clear.

Paragraph 2, "MISSION," contains a clear, concise statement of the task(s) to be accomplished by the battalion and is based on the order from the next higher headquarters and the commander's mission analysis. It includes who, what, when, why, and where.

Paragraph 4, "SERVICE SUPPORT," covers the administrative instructions and support provided for the operation.

The final paragraph contains instruction relative to command and the operation of signal communications. It contains subparagraphs **"a. Signal," "b. Command."** Signal instructions may refer to an annex, but as a minimum, lists the index number of the CEOI in effect. Command instructions include the location of the commander and may include the command post location if not shown on the operation overlay. Designation of alternate command posts is shown if not adequately covered in an SOP or operation overlay.

Acknowledgement instructions are a part of the ending and must be included. Normally the single word **"Acknowledge"** is sufficient. This indicates that the receiver will, by use of the message reference number in the heading, acknowledge that he has received and understands the order.

The last name and rank of the commander appear on all copies of the order. The original copy **(No 1)** is signed by the commander or his designated representative. The original copy is the record copy.

Annexes are listed by letter and title. The S3 assigns the letter designations to the annexes.

4. **Operation Plans.** Operation plans are published for future or anticipated operations when no specific time is established for their execution. When the time of execution is established, the operation plan then becomes an operation order. The standard form and techniques used in preparing operation orders are applicable to the operation plan with these exceptions:

a. The title of an OPLAN contains a code name as well as a number.

b. Paragraph 1, SITUATION, on an OPLAN has an additional subparagraph, 1d, entitled, "Assumptions."

REFERENCES:

FM 7-20, The Infantry Battalion (Infantry, Airborne, Air Assault, Ranger), Apr 78 (app B, pages B-2 thru B-3)
FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (app E and F)

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 071-332-5002

PREPARE A FRAGMENTARY ORDER

CONDITIONS:

During combat operations, CPX, and FTX, given a complete copy of an OPORD which your unit is presently executing, pencil or typewriter, an up-to-date situation map, copies of joint messageform DD Form 173 or other form as prescribed by your unit SOP, and commander's or S3's guidance to include as a minimum: organizational changes applicable to your unit and its subordinate units, changes to coordinating instructions, and time available for preparation.

STANDARDS:

1. Within the time specified by the commander's or S3's guidance, complete the messageform format as applicable to your organization:

a. Indicate that the order is from the commander.

b. Address the order to the commander of each unit/element directly involved by the specified supplemental information or changes to the OPORD.

c. Send the order as "information" to all other major subordinate unit/element commanders.

d. Cite the same classification as for the OPORD.

e. As your subject, correctly reference the OPORD.

2. In the body of the order:

a. Use the words "no change" to omit elements of the original OPORD which have not changed.

b. Briefly and accurately provide the supplemental information and make the operational changes as specified by your commander.

c. Require acknowledgment.

3. Submit the draft to your S3 for review/approval for dispatch.

PERFORMANCE MEASURES:

1. **A fragmentary order provides brief, specific, and timely instruction without loss of clarity.** Elements normally found in a complete OPORD may be omitted but specified as "no change" when these

elements have not changed, are not essential to the mission, might delay or complicate transmission, or are unavailable or incomplete at the time of issue.

2. **The content of a frag order usually consists of changes to:**

a. Task Organization - Any attachment or detachment of units.

b. Situation - Any changes in the enemy or friendly situations.

c. Orders to Subordinate Units - Any changes in mission of a unit.

d. Fire Support - Any changes in the priorities of fires assigned to maneuver units.

e. Coordinating Instructions - Information that applies to two or more units.

NOTE: This is only one way to prepare a frag order. Your unit SOP may differ.

3. **Fragmentary orders provide pertinent extracts from more detailed orders.** They provide instructions:

a. As they are developed.

b. When the complete order is not developed.

c. To commanders who do not require the complete order; or, more often, provide timely changes to existing orders.

4. **Fragmentary orders are appropriate at all levels of command** whenever their use can save time or effort. Figure 1 is an example of a frag order as it might be issued by a battalion commander over the battalion command net (secure). Figure 2 is an example of a division frag order.

Task Organization - B Company detach one platoon to C Company effective immediately.

Situation - B Company is in contact with an enemy platoon reinforced with three tanks. No other contact reported. Adjacent battalions report sporadic resistance.

Orders - A Company occupy overwatch position in woodline north of checkpoint 4 to support advance of C Company; continue the attack on order.

B Company contain enemy platoon from present location; follow C Company on order.

C Company bypass A Company to the west moving generally on axis grids xxxx, xxxx, xxxx, to xxxx. Continue the attack, overwatched by A Company, to secure OBJ AX.

AT Platoon (-) support B Company from xxxx, follow C Company on order.

Fires - priority to C Company.

Coordinating instructions - priority of movement to C Company, RFL between B and C Company from xxxx to xxxx. C and A Companies coordinate supporting fires directly.

Figure 1. Oral frag order.

JOINT MESSAGEFORM							SECURITY CLASSIFICATION (Classification)		
PAGE	DRAFTER OR RELEASER TIME	PRECEDENCE ACT	PRECEDENCE INFO	LMF	CLASS	CIC	FOR MESSAGE CENTER/COMMUNICATIONS CENTER ONLY DATE – TIME	MONTH	YR
1 OF 1	171105Z	PP	PP				171415Z	JUN	

BOOK | MESSAGE HANDLING INSTRUCTIONS

FROM: CDR52 MECH DIV//USAAD-HD//

TO: CDR1ST BDE//USAAD-FB//
CDR2D BDE//USAAD-SB//
CDRDIV ARTY//USAAD-DA//

* * *

INFO: CDR1ST (US) CORPS//USACO-HD//
CDR23D ARMD DIV//USAMD-HD//

* * *

(Classification)

USAAD–HD

Subj: Change to OPORD 11 (U)

A. AB12 OPORD 11 ( )

1. ( ) Change in task org; TF 1–13 atch 3d Bde.
2. ( ) En force est to be 1 tk regt delaying adv 2d Bde.
3. ( ) 3d Bde: bypass 2d Bde on north, atk 171530 June to secure obj 1. One SRC/1KT rd asgd.
4. ( ) Div Arty: 1–13 FA DS 3d Bde.
5. ( ) New 52d Mech Div–23d Armd Div bdry: pres 1st Bde–3d Bde, 23d Armd Div, bdry west of PL CEDAR; and PL CEDAR (autobahn excl) northeast to RJ at MC705563; the railroad to MC792708.
6. (U) Acknowledge.

DISTR:

J. E. WYATT, MAJ, ASST G3,
USAAD-HT HAWK 33

A.J. MILLER, JR., LTC, G3, USAAD-HT HAWK 34

SIGNATURE | (CLASSIFICATION)

DD FORM 173

Figure 2. Fragmentary order.

REFERENCES:

FM 7-20, The Infantry Battalion (Infantry, Airborne, Air Assault, Ranger), Apr 78 (app B, page B-3 and B-4)

FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (chap 7, page 7-1, para 7-2; page 7-4, para 7-7; and app F, page F-54)

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 071-332-5003

EXTRACT DATA FROM THE INTELLIGENCE ESTIMATE

CONDITIONS:

As an operations sergeant at brigade level, given an intelligence estimate during combat or peacetime contingency.

STANDARDS:

Review the intelligence estimate to determine new or changed intelligence data which will affect on-going or soon-to-be-implemented operations or plans and —

1. Disseminate the data immediately to the appropriate staff section and affected elements.

2. Update work maps, situation map, and operation orders (by fragmentary orders).

3. Analyze data to determine enemy situation and capabilities, verify spot reports, and identify enemy units and personnel.

PERFORMANCE MEASURES:

1. The intelligence estimate is a logical, orderly examination of facts concerning the area of operation and the enemy and his effect on the accomplishment of the unit's mission. The estimate reflects all the intelligence available to the individual preparing the estimate; it results in the conclusions he derives after analyzing the intelligence. Preparing an intelligence estimate is a continuing process. As new intelligence is acquired, it is incorporated into the estimate and, depending upon the significance, may result in new conclusions. The estimate is normally prepared by division and higher echelons. It contains intelligence collected by all agencies organic to the preparing unit and all intelligence received from adjacent and higher units.

2. As the operations NCO assigned to a battalion or brigade operation section, you will receive periodic intelligence estimates from division. These estimates will provide you with a source of intelligence, to include facts on the weather, the terrain, and the enemy forces opposing your unit, and an estimate of the enemy's probable courses of action. These are facts you will need to evaluate, update, and verify information; to identify opposing units; to update your work map and situation map; and to provide other information to the commander.

3. The format of the intelligence estimate is outlined in figure 1. The material following explains where specific information can be found in the estimate.

1. MISSION
2. THE AREA OF OPERATIONS
    a. Weather
    b. Terrain
    c. Other Characteristics
3. ENEMY SITUATION
    a. Disposition
    b. Composition
    c. Strength
    d. Recent and Present Significant Activities
    e. Peculiarities and Weaknesses
4. ENEMY CAPABILITIES
    a. Enumeration
    b. Analysis and Discussion
5. CONCLUSIONS
    a. Best Utilization of Terrain
    b. Probable Course(s) of Action
    c. Vulnerabilities

Figure 1. Intelligence estimate format.

a. Paragraph 1 **(Mission)** is a restatement of the assigned and/or assumed mission of the command.

b. Paragraph 2 **(The Area of Operations)** is divided into three subparagraphs which provide information on the weather, terrain, and other characteristics.

(1) **Weather.** Gives current weather forecast and light data in tabular form, to include beginning of morning nautical twilight (BMNT) and civil twilight, ending of evening nautical twilight (EENT) and civil twilight, moonrise, moonset, phase of the moon, and other information available.

(2) **Terrain.** Discusses the tactical aspects of the terrain, to include observation and fire, cover and concealment, obstacles, key terrain features, and avenues of approach.

(3) **Other Characteristics.** Usually contains pertinent information on sociology, politics, economics, psychology, and other factors relating to the area.

c. Paragraph 3 **(Enemy Situation)** presents factual data which portrays the enemy situation divided into five subparagraphs:

(1) **Disposition.** Describes the location and development of the enemy, to include the manner in which the enemy is utilizing the terrain. For example, whether he is dug-in, deployed, or moving. This information is normally depicted on the situation and intelligence work maps.

(2) **Composition.** Contains the organizational structure (infantry, armor, or other), specific unit identification, and other order-of-battle information.

(3) **Strength.** Includes enemy strength, which is categorized and described in terms of —

(a) Committed forces.

(b) Reinforcements.

(c) Air.

(d) Nuclear - biological - chemical warfare capability.

(4) **Recent and Present Significant Activities.** Includes the activities in which the enemy is or has been recently engaged.

(5) **Peculiarities and Weaknesses.** Are generally described as:

(a) Personnel. Data relative to enemy authorized strength, morale, and combat efficiency.

(b) Intelligence. Failure of the enemy intelligence or counter-intelligence effort.

(c) Operations. Any use of the terrain, disposition of forces, lack of mobility, or other information which reflects adversely on the enemy's tactical judgment or capability.

(d) Logistics. Shortages or inadequacies of supplies, or failure to equip for existing conditions.

(e) Civil affairs. Attitude of the civil populace toward friendly and enemy forces.

(f) Personalities. Professional competence and known idiosyncrasies of the enemy commander.

d. Paragraph 4 **(Enemy Capabilities).** Includes courses of action which the enemy can adopt and which, if adopted, will influence favorably or unfavorably the accomplishment of the friendly mission. A course of action is not, in itself, a prediction of what the enemy will do, but rather it is a briefly and clearly stated description of what the enemy can do.

(1) **Enumeration.** Based on his knowledge of the mission, his analysis of the area of operations, his consideration of the enemy situation (all of which were discussed in the first three paragraphs of the estimate), and our own situation, the writer of the estimate lists the possible enemy courses of action. He states WHAT the enemy can do, WHEN he can do it, WHERE he can do it, and IN WHAT STRENGTH he can do it. A completely stated enemy capability includes all of these elements. The considerations affecting their determination are discussed in the next subparagraph.

(2) **Analysis and Discussion.** Based on an analysis of each enemy capability, a judgment is made as to which course of action the enemy is most likely to adopt.

e. Paragraph 5 **(Conclusions).** A summary of the estimator's total consideration of the effects of the weather, the terrain, and the enemy on the unit's mission. The conclusions are stated in terms of the best use of the terrain, the most probable courses of action, and the enemy vulnerabilities.

REFERENCES:

FM 30-5, Combat Intelligence, Oct 73 (app J)

TASK NUMBER: 071-332-5004

PREPARE WARNING ORDER

CONDITIONS:

During operations, CPXs, or FTXs, given the commander's/S3's/G3's guidance for an upcoming operation, pencil or typewriter, an up-to-date situation map, and copies of joint messageform DD Form 173 or other form as prescribed by your unit SOP. Include as a minimum the general situation and the unit mission in the warning order.

STANDARDS:

Within the time specified by the commander's/S3's/G3's guidance, complete the messageform as applicable to your organization.

1. Indicate that the order is from the commander.

2. Address the order to the commander of each unit/element directly involved in the operation.

3. Briefly and accurately give the mission statement and other information as applicable (to include the time and place the entire order is to be issued and who is to attend).

4. Submit the draft to your S3/G3 for review/approval for dispatch.

PERFORMANCE MEASURES:

1. **Warning Orders.** Warning orders are used to give subordinate units advance notice of a contemplated action or order so that they may have time to make the necessary preparations. Either a coordinating staff officer or special staff officer may issue a warning order after completion of appropriate staff coordination.

2. **Preparation of a Warning Order.** Warning orders are usually brief oral or written messages. The following is a list of items that should be included in a warning order.

$\boxed{1}$ **Addressees** - tells recipient immediately if the order pertains to him.

$\boxed{2}$ **Nature of the Operation** - stated in sufficient detail to allow recipients to begin routine or special preparations for the operation.

3 **Time of the Operation** - stated as precisely as possible. This allows recipient to allocate time and set priorities.

4 **Time and Place** the Entire Order is to be Issued and **Who** is to Come - tells subordinates when and where to go to receive the entire order. Detailing an SOP "orders group," which specifies who usually receives orders, helps shorten this process.

It is essential that leaders and units at all levels have maximum time to prepare for an operation. Therefore, warning orders are issued at all levels down to squad or section. Upon receipt of a warning order, each leader issues his own warning order to subordinates in as much detail as he can.

WARNING ORDER – EXAMPLES:

This order is representative of a warning order that might be issued by a battalion commander after receiving a warning order from the brigade commander. This warning order is given as a net call over the battalion wire net:

> "1-66 Infantry will be assigned a defensive sector somewhere between 070885 and 123960. Be prepared to move within 24 hours. More information to follow when brigade issues the OPORD."

This second warning order is representative of a warning order that might be issued by a battalion commander after receiving the OPORD from the brigade commander. This warning order is given as a net call over the battalion command net (secure):

> "1-66 Infantry has been assigned a defensive sector from 100909 to 110933 to 078949 to 075916 to be occupied by 221330 Jul ____. Only organic vehicles will be available for the move. Scout platoon depart ASAP to conduct area recon of assigned sector. Battalion order to be issued at battalion TOC 211500 Jul to battalion orders group."

JOINT MESSAGEFORM							SECURITY CLASSIFICATION (Classification)		
PAGE	DRAFTER OR RELEASER TIME	PRECEDENCE ACT	PRECEDENCE INFO	LMF	CLASS	CIC	FOR MESSAGE CENTER/COMMUNICATIONS CENTER ONLY DATE – TIME	MONTH	YR
1 OF 1	050308Z	PP					050800Z	Aug	7_
BOOK No	MESSAGE HANDLING INSTRUCTIONS								

FROM: CG20TH INF DIV//USAID-HD//

TO: CO1ST BDE//USAID-FB//
CO2D BDE//USAID-SB//
CO3D BDE//USAID-TB//
CODIV ARTY//USAID-DA//
CODISCOM//USAID-DS//
CO1-21 CAV//USAID-AR//
CO20TH AVN BN//USAID-AV//
CO20TH SIG//USAID-CE//
CO20TH ENG//USAID—EN//
CO20TH MP CO//USAID-MP//
CO404TH TRANS BN (MI)//USATR-HD//

(Classification)

USAID-HD

SUBJ: WARNING ORDER (U)

( ) DIV MOVES NIGHT 5-6 AUG TO ASSY AREA EAST OF THE ODER RIVER VIC OF OPPELN (YR1016) AND PREP TO ADV EARLY 7 AUG IN ZONE TO SECURE CROSSINGS OVER THE WARTA RIVER TO COVER THE DEPLOYMENT OF 1ST CORPS. FIVE TRANS TRK CO ATCH EFF 051900Z. RD MOV PLAN AND OPLAN TO BE ISS AT COMDR'S CONF AT 051300Z.

DISTR:
G1, G2, G4, G5

ROBERT YOUNG MAJ ASST G3
USAID-HT HAWK 3

L. WALLACE LTC G3 USAID-HT HAWK 3

(Classification)

DD FORM 173

Figure 1.

REFERENCES:

FM 7-20, The Infantry Battalion (Infantry, Airborne, Air Assault, Ranger), Apr 78 (app B, page B-1 and B-2)
FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (chap 7, page 7-4, para 7-7 and app F, page F-55)

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 071-332-5007

ASSIST IN PLANNING A FIELD TRAINING EXERCISE (FTX)

CONDITIONS:

You are the unit operations sergeant, given commander's or operation officer's guidance, previous FTX results, unit ARTEP, input from the other staff sections, and necessary office supplies.

STANDARDS:

1. Assist in development of the following:

a. General situation. (May be taken from the ARTEP that applies to your unit.)

b. Initial situation and requirements.

c. Subsequent situation and requirements.

d. Control plan.

NOTE: If the ARTEP is used, modify the ARTEP situations to apply to your geographic area.

2. Assist in the staff coordination for the routing of essential information, decisions, and orders between staff sections.

3. Brief the controllers and leaders on what is expected of them.

4. Critique the leaders and control personnel after completion of the FTX.

PERFORMANCE MEASURES:

1. FIELD TRAINING EXERCISE (FTX). A well-conducted field exercise offers two well-defined products. First, it demonstrates the unit's ability to perform under simulated combat conditions, thereby identifying training deficiencies for future training. Second, it offers a test of those skills and techniques taught in previous tactical exercises.

a. Initial Situation. The initial situation in a field exercise should be presented in the form of an operation order or a frag order. Since there are two opposing sides, two operation orders must be prepared. The initial situation must place the Red and Blue forces so one or the other moves tactically to gain contact. Because a field exercise is a free exercise where units can maneuver against each other, the first requirement should be a statement outlining the expected orders and actions of the participating units as a result of the conditions presented in the initial situation.

b. Subsequent Situations. The subsequent situations for both sides are taken from the training objectives and cause the exercise to develop logically. Their content is dependent on the type of operation involved in the exercise. Again, the requirements for the subsequent situations take the form of expected actions and orders which will be taken by the participating units. These requirements serve as a guide for the control personnel.

c. Time Schedule. The time schedule is an estimate of the amount of time required to perform the field exercise. This estimate should include administrative movement and a critique.

d. Control Plan. The control plan gives instructions to controllers. It should identify the number of controllers, their uniform and equipment, and an outline of their duties. Controllers should be familiar with the scenario because they must guide the exercise in accordance with the requirements.

e. Terrain. The amount of terrain preparation required will depend upon the training objectives of the field exercise. For example, in a free-play exercise, no terrain preparation is necessary; opposing units will prepare the terrain according to their mission.

2. **HOW TO CONDUCT A FIELD EXERCISE.** Successful conduct of a field exercise is dependent upon a complete scenario and the controllers. The general situation is issued to each side, and the exercise becomes tactical. The initial situation is then issued, and the exercise begins.

a. Controllers are required to observe the unit continuously after the initial situation is issued in order to exercise control and to evaluate.

b. During the exercise, the controllers must remain as tactical as the participants. Controllers place themselves in positions to observe leaders and other members of the unit. Judgment must be exercised by the controllers in case a decision by a leader threatens to disrupt the exercise.

c. At the conclusion of the field exercise, all participants should receive a debriefing or be brought together to review their actions taken during the exercise.

3. **FIELD TRAINING EXERCISE REQUIREMENTS.** The information discussed in the preceding paragraphs are the steps to take in planning an FTX. However, detailed planning and staff coordination are necessary to insure that an FTX at any level accomplishes the training objective(s). The highest degree of coordination is required in planning and conducting an FTX. Planning and conducting an FTX should include:

a. Overview briefing to the staff.

b. Defining specific training objectives.

c. Determining forces available.

d. Determining opposing forces.

e. Allocating maneuver area.

f. Preparing scenario, and general and special situations.

g. Issuing exercise directives.

h. Publishing exercise intel situation, exercise plan, and SIGINT and SIGSEC plans.

i. Preparing necessary OPLANS and OPORDS.

j. Selecting, organizing, and briefing controllers.

k. Issuing exercise evaluation plan.

l. Final reports, review, or critique.

REFERENCES:

FM 21-6, How to Prepare and Conduct Military Training, Nov 75 (app E, pages 125 thru 132)
Applicable unit ARTEP

TASK NUMBER: 071-332-5008

ASSIST IN PLANNING A COMMAND POST EXERCISE (CPX)

CONDITIONS:

You are the unit operations sergeant, given the commander's or operations officer's guidance, previous CPX results, unit ARTEP, input from all sections involved, and necessary office supplies.

STANDARDS:

As a minimum, assist in:

1. Development of the:

a. General situation. (May be taken from the ARTEP that applies to your unit.)

b. Initial situation and requirements.

c. Subsequent situations and requirements.

d. Control plan.

NOTE: If the ARTEP is used, modify the ARTEP situations to apply to your geographical area.

2. Staff coordination (the routing of essential information, decisions, and orders between staff sections).

3. Briefing the controllers and leaders on what is expected of them.

4. Critiquing the leaders and control personnel after completion of the CPX.

PERFORMANCE MEASURES:

1. **COMMAND POST EXERCISE (CPX).**

a. **General.** A CPX is a tactical exercise for the command and communication personnel of a unit. The purpose of a CPX is to permit leaders at all levels to go through the troop leading procedures and the command and control procedures involved in a tactical operation in the same manner they would in a field exercise or in combat. A CPX is useful as a preparation for a field exercise and can even be used in lieu of a field exercise.

b. **Preparation of a CPX.**

(1) Analyze the commander's training objectives. Once you have analyzed them and other guidance from your commander or operations officer, you determine your terrain requirements. A CPX can be performed on a parade field or in a training area. Realism is added if the CPX is held in the field under simulated tactical conditions.

(2) The next step in the preparation of a CPX is the development of the scenario. This involves the preparation of a general situation, initial situation and requirement, subsequent situations and requirements, and a time schedule.

(a) General Situation. The general situation should identify the enemy and friendly units involved, the location of these units on the ground, and the activities which have taken place during the previous 24 hours.

(b) Initial Situation and Requirement. Since a CPX involves leaders practicing an operation, the initial situation should be an operation order of some sort and the initial requirements should be the issuance of an implementing order.

(c) Subsequent Situations and Requirements. Subsequent situations and requirements continue throughout the CPX by presenting changes in the tactical situation which cause the leaders to react. These changes are introduced in the form of messages from control personnel. Thus, the scenario is written in a form whereby controllers change the situation according to the training objectives of the CPX.

NOTE: These controllers are personnel not directly involved in the CPX.

(d) Time Schedule. The time schedule of a CPX should indicate the length of time you estimate will be required for each situation. However, a feature of the CPX is that, since subordinate units are not present, real time or reduced time may be used. In a reduced-time CPX, training time is conserved by using a time ratio. For example, 3 hours of problem time equal 1 hour of clock time. In this way, the exercise moves much faster, since troop movements are simulated rather than actual.

(3) Terrain preparation in a CPX is only necessary if the command post is to be set up before the exercise. In such a case, the area may be prepared by setting up communications equipment and laying wire.

2. **HOW TO CONDUCT A CPX.** A well-written scenario and well-briefed controllers are necessary to conduct a successful CPX.

a. The briefing for the controllers should be held prior to the CPX so questions may be resolved and changes, if necessary, may be incorporated into the exercise. The briefing should include:

(1) The exercise training objective.

(2) The duties of the controllers.

(3) What is expected of the leaders conducting the exercise.

(4) How the controllers should evaluate the exercise.

b. The controllers should meet with the participants at a designated time and place, and issue the general and initial situations. Action will then continue according to how the situations are presented and how the staff reacts to the situations.

c. At the conclusion of the CPX, all the participants should gather to discuss the results of the CPX. This review should be led by the commander, and all the staff should be encouraged to participate.

REFERENCES:

FM 21-6, How to Prepare and Conduct Military Training, Nov 75 (app E, pages 135 thru 138)
Applicable Unit ARTEP

TASK NUMBER: 071-332-5009

ASSIST IN COORDINATING OPERATIONAL REQUIREMENTS WITH OTHER STAFF SECTIONS AND UNITS

CONDITIONS:

Given a combat operations, CPX, FTX, or a peacetime contingency while performing as the operations sergeant.

STANDARDS:

The operations sergeant should assist in coordinating:

1. Formal and informal conferences.

2. Routing of information.

3. Message control.

4. Contact and exchange of information between staff and command.

PERFORMANCE MEASURES:

1. **GENERAL.** As a chief operations sergeant, you must continually update and refresh yourself in your functional responsibility. You must fully understand, and be capable of making good use of, all of the procedures and techniques peculiar to other sections and your specific area of staff interest. You must continually seek more efficient ways of accomplishing these responsibilities.

2. **STAFF FUNCTIONS.** The staff exists to serve the commander. All members of the commander's staff have common functions. They are: gather information, estimate, anticipate, inform, recommend, order, and supervise. Staff members have no command authority per se, but act for the commander as he directs or delegates.

3. **RESPONSIBILITY.**

a. The G3 has staff responsibility for coordination of all staff operational requirements with other staff sections and the integration of these requirements into operational plans and orders.

b. The chief operations sergeant at any level is required to assist in these functions and, when necessary, perform these functions.

4. **STAFF COORDINATION.**

a. Coordination, one of the basic tools of the staff, is conducted informally with the idea of simplifying staff procedures, reducing

paperwork, and saving resources and time. Coordination is essential for harmonious staff relationship and minimum conflict and duplication.

b. Specific procedures are established to facilitate staff coordination and resolve differences between coordinating staff elements (figure 1).

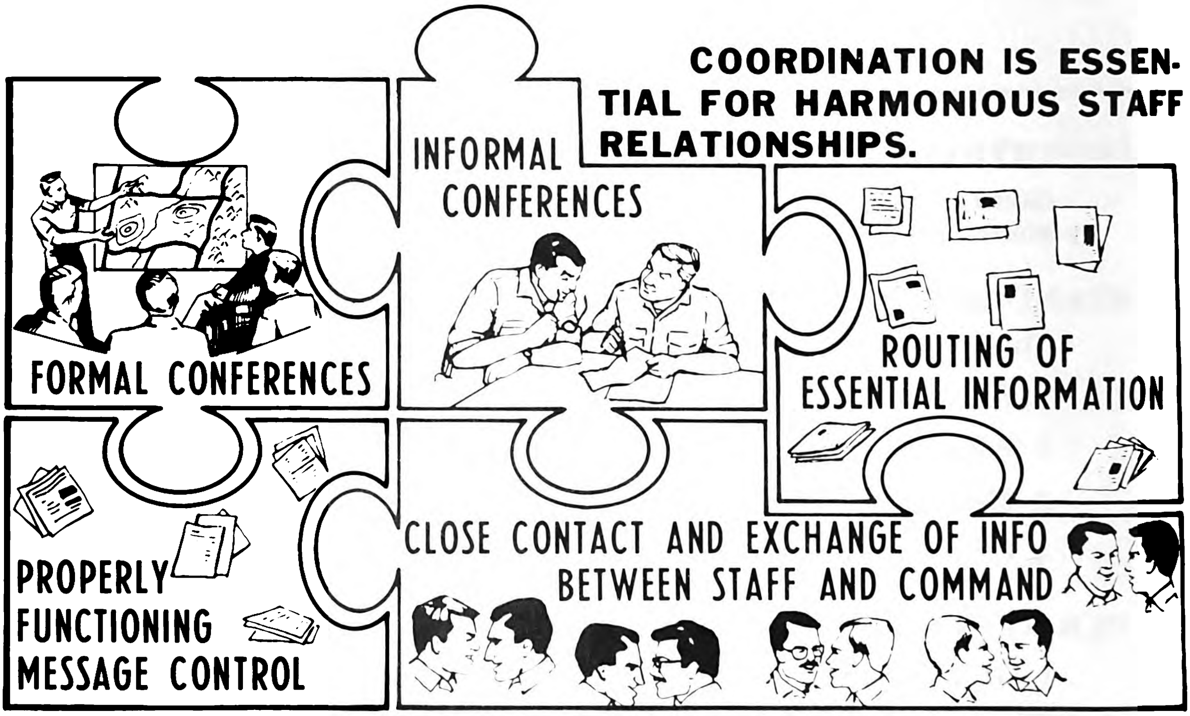


Figure 1. Staff coordination.

c. Means of staff coordination include:

(1) Formal and informal conferences and briefings, conducted only as required and limited in length, scope, and attendees.

(2) Properly functioning staff message control.

(3) Routing of essential information, decisions, and orders between staff sections.

(4) Close contact and exchange of information between each of the staff sections and with staff sections at subordinate, adjacent, supporting, and higher headquarters.

d. Staff members must know what information is readily available from other staff sections, as well as what information should be provided to them. They can then determine if discussions with other staff sections are necessary and what specific problems need further coordination.

5. **SPECIALIZED STAFF ELEMENTS.** The coordinating staff is assisted in its functions by a number of specialized staff elements. These functions impact on, and require close coordination with, all staff sections

to insure total integration into all tactical plans and orders. These staff elements are:

a. The Combat Intelligence Company (CBTI). The CBTI assists in the production of all source intelligence and in the management of the division intelligence effort.

b. ASA Tactical Support Element (ATSE). The ATSE provides the commander and his staff advice and assistance in the integration of signal intelligence/electronic warfare (SIGINT/EW) into operational plans and orders.

c. Fire Support Elements (FSE). The FSE coordinates fire support requests. In addition, it advises the commander and staff on all current fire support operations, status, and capabilities, and it evaluates requests for additional fire support.

d. Air Defense Artillery (ADA) Section. The ADA section is collocated with the division aviation section to form the division airspace management element (DAME). It is responsible for the functions of airspace management, coordination of Army ADA operations, and Army air traffic management throughout the entire division area.

e. Air Force Tactical Air Control Party (TACP). This group supervises and coordinates requirements for Air Force airlift support in conjunction with the G4.

f. Chemical Section. This section provides nuclear and chemical weapon target analysis and damage assessment information. The functions of the section also include advice on defense against enemy nuclear, biological, or chemical attack.

g. Division Communication - Electronics Officer Section (DCEO). The functions performed by this section are performed on an as-needed basis by the signal battalion.

h. Division Engineer Section. The functions of this element are performed by liaison. When required, an engineer element is brought to assist in planning for special situations.

i. USAF Weather Element. The function of this element is to provide weather support to the division commander, the staff, and divisional elements. It also provides weather observation and forecast service for the division airfield.

6. **BRIGADE STAFF.** Staff functions of the brigade staff are generally the same as those for higher staffs discussed in the preceding paragraphs. However, the operational nature of brigade missions requires some modifications. The advising, planning, coordinating, and supervising staff activities of the brigade are highly accelerated, abbreviated, and most informal, but the basic objectives and staff relationship remain similar to those at higher levels.

REFERENCES:

None.

TASK NUMBER: 071-332-5020

ESTABLISH AND MAINTAIN S3 WORKBOOK

CONDITIONS:

As an assistant or operations sergeant, given the SITREP format, pencil, journal file, written or oral orders, messages, conference reports, scissors, spot reports, and a loose-leaf notebook.

STANDARDS:

1. Establish and maintain the S3 workbook following the prescribed format.

2. Insure that the workbook has been kept current and obsolete items have been removed or deleted.

3. Insure that information from incoming messages and reports has been entered in the workbook under appropriate heading, and cross-referenced.

4. Insure that each entry in the workbook based on an incoming message includes a reference to the journal serial number.

5. Insure that written remarks concerning informal evaluation of the information have been made.

PERFORMANCE MEASURES:

1. Workbooks are ready references for use in conducting current operations and in preparing reports. A staff section workbook is an index collection of information obtained from written or oral orders, messages, journal entries, and conferences. There is no firm format for the S3 workbook; however, the format of the SITREP (app H, FM 101-5) facilitates the recording of operational information.

2. The S3 continually receives and provides information, prepares and submits reports and recommendations, and prepares plans. In accomplishing these tasks, you are concerned with a great amount of detail. To keep track of these details, you and members of your section must make pertinent written notes for use as reference.

3. Maintain the S3 workbook, to insure that notes are organized and easily found:

a. Establish a workbook (usually consists of a single pad or loose-leaf notebook) indexed so that notes can be classified according to subject and easily referred to.

b. Make all pertinent notes in appropriate section of this single workbook.

NOTE: Since a great deal of the content of these notes may be classified information, the workbook facilitates the secure handling of recorded items.

4. The type of information which might be entered in the workbook is:

a. Notes of things to accomplish.

b. Items to be included in next situation report.

c. Items to be included in the next combat after-action report/ operational reports - lessons learned.

d. Items requiring command emphasis.

5. The workbook is a temporary and informal record. When action is completed on an item, line out entry.

a. Destroy a page of the workbook that has been filled and all entries lined out.

b. Indicate information entered in the workbook that is obtained from the journal by preceding the entry with the journal item number, source, and time to be used for a ready cross-reference.

6. The format for the S3 workbook will usually vary according to the type activity (tactical or nontactical) the unit is involved in and the S3's desires. Figure 1 shows a sample workbook form indexed to facilitate preparation of the situation report and combat after-action report/operational reports-lessons learned during tactical operations.

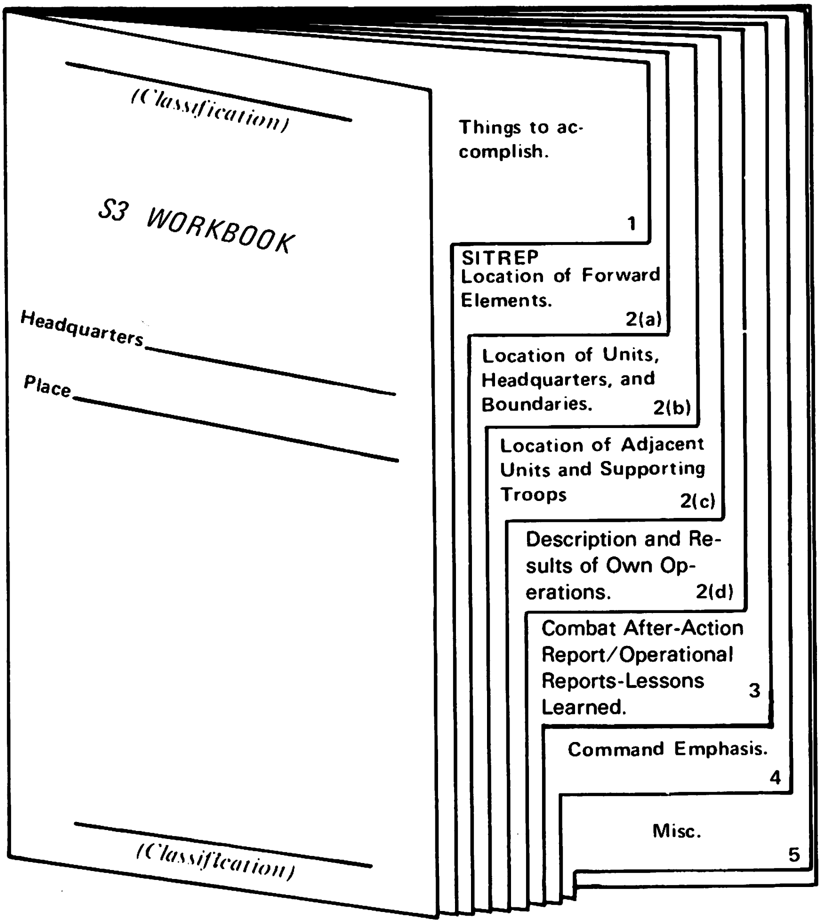


Figure 1. S3 Workbook.

REFERENCES:

FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (chap 2, page 2-7, para 2-16d)

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 071-332-5021

PREPARE/UPDATE ENEMY/FRIENDLY SITUATION MAP

CONDITIONS:

During combat operations, CPXs, or FTXs, given a mounted acetate-covered mapboard, any standard scale military map, grease pencils (red, black, blue, green, yellow), coordinate scale, spot reports, situation reports, current up-to-date S2 and S3 workbooks, complete copy of battalion operation order which the unit is presently executing, and FM 21-30.

STANDARDS:

1. Within 30 minutes:

a. Post all available locations/traces of friendly and/or enemy units/elements to within 50 meters.

b. Post tactical/fire support control measures to within 25 meters.

2. Upon receipt of situation and spot reports, post information within 5 minutes to the same degree of accuracy as above.

PERFORMANCE MEASURES:

1. The situation map is a graphic representation of the known enemy situation, and the current tactical, administrative, and logistical situation of the unit.

2. Maintenance of the situation map at brigade and battalion levels is usually a joint S2/S3 action while at higher levels a separate situation map is maintained by each section. The friendly situation is basically the responsibility of the S3 while the enemy situation is basically the responsibility of the S2. During operations, personnel from either section may plot friendly or enemy entries on the situation map and perform other processing functions (figure 1).

3. The situation map provides a basis for comparison of the enemy situation against the friendly situation. Whenever possible, both the situation map and S2 and S3 workbooks will be maintained. However, in a fast-moving situation, when the volume of messages is such that both cannot be maintained effectively, priority should be given to keeping the situation map current.

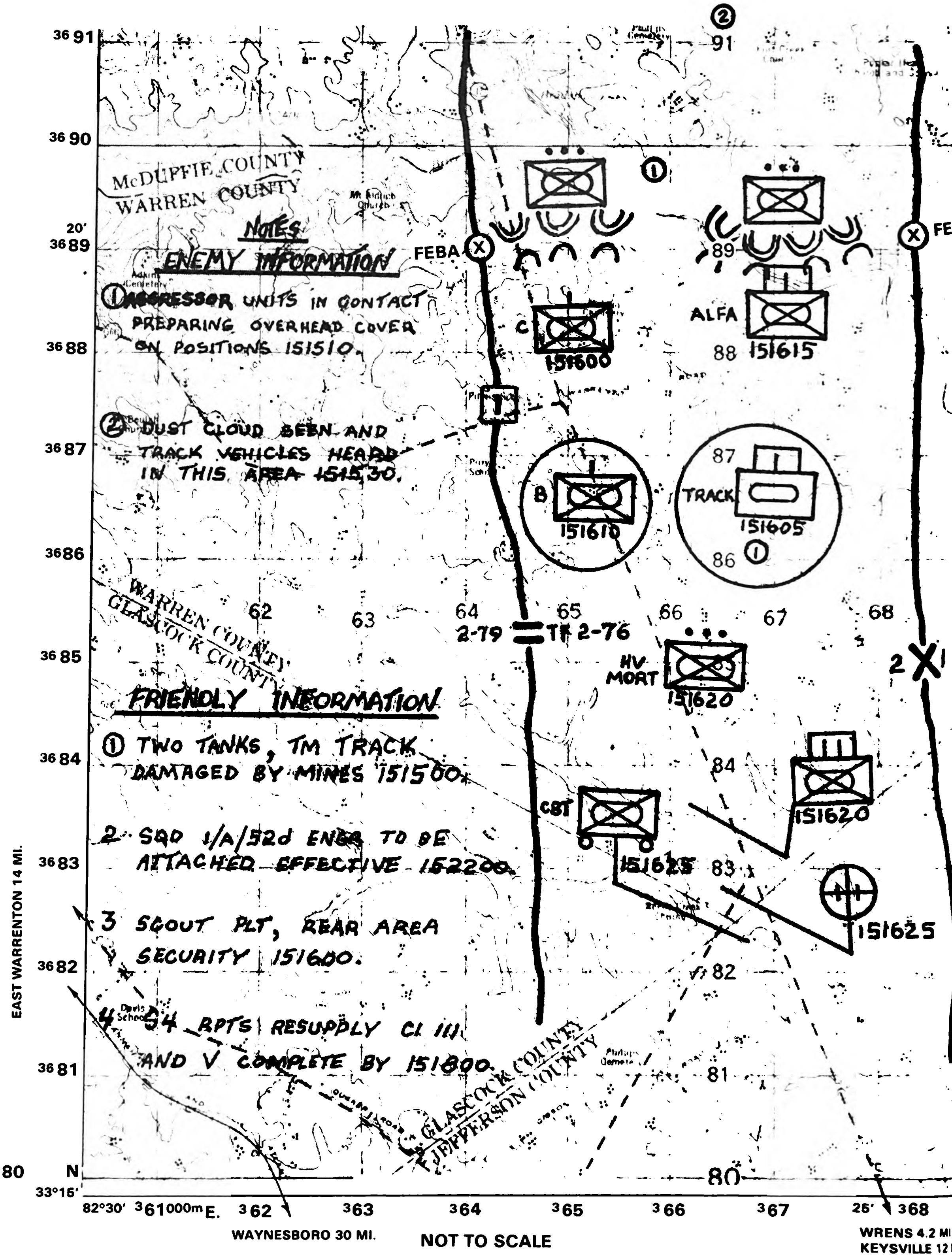


Figure 1. Situation map.

4. The situation maps also serve as a basis for the preparation of overlays necessary to clarify reports required by higher headquarters. To be of value:

a. The posting must be accurate.

b. The information must be up-to-date, and all entries easy to read.

c. Conventional signs and symbols must be used.

d. The time at which a particular situation existed is indicated by employing the six-digit date-time group in conjunction with the graphic symbol (figure 1).

5. Action of interest to the unit but occurring off the present map sheet and information which does not lend itself to graphic representation or is not consistent with brevity are posted on the margin in the form of notes. This is shown by placing a circled number on the map at the place the action occurred and then explaining the number in the margin (figure 1).

NOTE: If checkpoints are used on the situation map, insure that you do not use a similar number, because checkpoints are represented by the same symbol.

6.. The amount of information shown on a situation map will vary with different situations and individual commanders. The minimum information that should be shown is as follows:

a. Own situation, to include disposition of units one echelon lower. Enemy information, to include disposition of units two echelons lower.

b. Friendly units, to include the command post; location and size of reserves available to the next higher command, if known.

c. Friendly units of like size immediately adjacent. (The disposition of their major subordinate elements when it is desirable.)

NOTE: See task: Prepare Overlays in Support of Intelligence Portion of Operation Order, for procedures on posting enemy information.

REFERENCES:

FM 21-30, Military Symbols, May 70 (chap 4, pages 4-1 thru 4-5, para 4-1 thru 4-8)
FM 30-5, Combat Intelligence, Oct 73 (chap 5, pages 5-4 thru 5-6, para 5-6)
FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (app D, pages D-20 and D-21, para 4c)

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 071-332-5022

PREPARE SITUATION REPORT (SITREP)

CONDITIONS:

Given a copy of your next higher headquartes SOP for recurring reports, S3 workbook, staff journal, current operation order, overlays appropriate to operations, file copies of previously submitted SITREPs, the S2/S4 portions of the SITREP, subordinate units' status report, and time available for preparation.

STANDARDS:

1. Within the time specified by the next higher headquarters SOP, items must be sequenced in the five-paragraph SITREP format (omitting subparagraphs not applicable).

2. Annexes and overlays (if used) must be labeled and sequenced.

3. The SITREP:

a. Must possess correct classification and downgrading instructions.

b. Must be authenticated.

c. Must contain distribution instructions.

d. Must be completed and distributed in accordance with the next higher headquarters SOP.

PERFORMANCE MEASURES:

NOTE: The SITREP is the means of reporting the operational situation as required by the next headquarters.

1. It is a recurring report in that it is submitted one or more times daily in a prescribed format. (See figures 1 and 2 for format.)

2. Requirements for submitting the SITREP are prescribed in the higher headquarters SOP and specify an "as of" time and a time the report is due at higher headquarters.

3. The S3 has primary staff responsibility for the preparation of this report. Other staff officers contribute to its preparation by providing the S3 with details to be included from their areas of interest. For example, the S2 would provide the enemy information (paragraph 1) and the S4 information pertaining to administration (paragraph 3).

4. Full use of traces/overlays should be made for clarity and brevity of the report.

5. When the SITREP is sent by radio (voice or RATT), it should be confirmed in writing.

6. Prescribed format sequence is used, but subparagraphs not applicable are omitted.

7. Commander's Evaluation, paragraph 5, is completed when directed by higher authority.

(Based on STANAG No 2020, Operational Situation Reports)

FROM: Cdr, 2d Bn (Mech), 76th Inf
TO: Cdr, 1st Bde, 52d Inf Div (Mech)

SITREP 15: Period 120600A to 121800A Jul. ENEMY: No change enemy locations or identifications. Periodic hostile shelling of Bn area. Patrol approximately 30 men attacked Tm B at 12100A Jul. 3 enemy KIA, 3 WIA. Aggressor most probable course of action is to attack within 24 hours with present committed forces. OWN SITUATION: Bn continues defense MEAD river. No change in location and dispositions. Tm B repulsed enemy patrol with no casualties. Bn reconnaissance patrol returned 121700A Jul, negative contact. ADMINISTRATION: Normal. RADIATION STATUS: 70% RS-2, 30% RS-1.

Figure 1. Sample situation report in message form.

(Based on STANAG No 2020, Operational Situation Reports)

(Note: Omit Subparagraphs Not Applicable)

____
(Classification)

Copy no ______ of ______ copies
Issuing headquarters
Place of issue (may be in code)
Date-time group of signature
Message reference number

SITUATION REPORT NO ______

Period covered: (date and time to date and time).

References: Maps (series number, sheet(s), edition, scale).

1. ENEMY
 a. Units in contact.
 b. Enemy reserves that can affect local situation.
 c. Brief description of enemy activity during period covered by report.
 d. Brief estimate of enemy strength, materiel means, morale, and his probable knowledge of our situation.
 e. Conclusions covering courses of action open to enemy.

2. OWN SITUATION
 a. Location of forward elements.
 b. Location of units, headquarters, and boundaries.
 c. Location of adjacent units and supporting troops.
 d. Brief description and results of operations during period of report.
 e. Noneffective units.

3. ADMINISTRATION
General statement of the administrative situation, if other than normal, as it directly affects the tactical situation.

4. GENERAL
Information not covered elsewhere.

5. COMMANDER'S EVALUATION
To be completed when directed by higher authority.

Authentication: ________________
Commander

Annexes:

Distribution:

____
(Classification)

Figure 2. Sample situation report in detailed, written form.

REFERENCES:

FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (app H, page H-35 and H-36)

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 071-332-5024

UPDATE SOPs

CONDITIONS:

As an operations sergeant, given the unit SOP, changes to be made to the SOP, next higher headquarters SOP, paper, pencils, typewriter (optional), applicable military publications, and the G3 or commander's guidance.

STANDARDS:

1. The SOP will be updated so that changes and plans which are necessary to coordinate and execute operations/plans are inserted into the appropriate portion of the basic SOP.

2. The SOP will state the desires of the commander in regard to the conduct of routine and recurring operations.

3. The changes made will be IAW the next higher headquarters SOP.

PERFORMANCE MEASURES:

1. **PURPOSES OF AN SOP:**

a. An SOP is a set of instructions having the force of orders. It covers those features of operations that lend themselves to a definite or standard procedure without loss of effectiveness. The SOP should accomplish the following:

(1) Reduce the number, length, and frequency of other types of orders.

(2) Simplify the preparation and transmission of other orders.

(3) Simplify the training of troops.

(4) Promote understanding and teamwork between the commander and troops.

(5) Advise new arrivals or newly attached units of procedures followed in the organization.

(6) Facilitate and expedite operations.

(7) Reduce confusion and error.

b. Each command develops an SOP based on applicable portions of published procedures of its next higher headquarters and procedures that have been developed through experience.

c. An SOP states the desires of the commander in regard to the conduct of routine and recurring operations, thus reducing the amount of detail in orders. Each military headquarters, regardless of type of mission, establishes an SOP for normal operations in order to standardize routine operational and administrative procedures within the unit. SOPs are standing orders that establish the internal functions and procedures of a unit, its operating practices, and its relations with other headquarters.

2. **PREPARATION, PUBLICATION, AND DISTRIBUTION:**

a. Preparation, publication, and distribution of the command SOP are the responsibility of the operations section. Other staff sections assist by providing those portions of the SOP pertaining to their staff responsibilities. This contribution varies from a single sentence to a complete annex, depending on the requirement and the staff section concerned.

b. The SOP is published in the form most effective for the command. Regardless of the format, the information contained in an SOP must be distinctly clear and complete enough to be effective.

c. The amount of detail depends on the size of the unit, its state of training, and desires of the commander. Technical instructions pertaining to a limited number of specialists should not be included in an SOP. The SOP is not to be used to consolidate actions and procedures prescribed in other publications and documents that are available.

3. **POSTING CHANGES:**

a. The SOP is updated, as necessary, to meet various conditions or existing practices. SOPs are changed only upon approval of the commander of the unit concerned. Any of the staff personnel, officer or enlisted, may suggest changes to the SOP, which may be approved by the commander.

b. In posting changes to the SOP, you should:

(1) Inspect the change(s) to insure it agrees with:

(a) Basic directives of the next higher headquarters.

(b) Desires of the unit commander.

(c) Operating procedures developed through unit experience.

(d) Every advantage offered that is essential to the successful accomplishment of the mission.

(2) Change the original SOP so it clearly indicates the action to be taken and the reason for the action.

(3) Post the changes in the specific portion of the SOP intended.

(4) Proofread the updated SOP for clearness, conciseness, and required completeness.

REFERENCES:

None

TASK NUMBER: 071-332-5030

PREPARE ROAD MOVEMENT GRAPH

CONDITIONS:

As a unit operations sergeant, given graph paper, a convenient graph scale, pencil, a starting point (SP), arrival time (AT), clearance time (CT), distance to be moved in kilometers, rate of march, location of critical points (e.g., rest halts, check points), halt time, pass time (PST), and length of column (LGTHCOLM).

STANDARDS:

Within the time specified by the commander's guidance, prepare the graph so that anyone familiar with the use of a road movement graph can determine where the beginning and end of the march column should be at any given time or when the beginning and end of the column will be at a given location along the route of march.

PERFORMANCE MEASURES:

1. Road Movement Graph.

a. A road movement graph is a time-distance diagram used in planning, preparing, or checking road movement tables, and controlling marches. It shows the approximate location, at a specified time, of the head or tail of a serial, provided the road movement proceeds as scheduled. The vertical scale to the left, with point of origin at the bottom, serves as a distance scale in kilometers and should show the relative locations along the route of critical points where coordination of the movement is required.

b. A serial is represented graphically by drawing a line to represent the movement of the head of the serial and a line to represent the movement of the tail of the serial. The lines are parallel and are drawn with a slope that represents the rate of march.

2. Computation. To prepare a road movement graph, the following steps are applicable to march computations.

a. To determine time-distance (TDIS):

(1) Time-distance is the time required for a soldier on foot or a vehicle to travel between two given points.

(2) Time-distance is determined by dividing the distance to be traveled by the rate of march:

$$\text{TDIS (hours)} = \frac{\text{Distance (km)}}{\text{Rate of March (kmph)}}$$

Example:

$$\text{TDIS} = \frac{126 \text{ km}}{24 \text{ kmph}} = 5.25 \text{ hrs}$$

NOTE: Convert fractional part of an hour to minutes by multiplying fractional part (.25) by 60. Round off to nearest whole minute.

.25 X 60 = 15

TDIS = 5 hours, 15 minutes

b. To determine length of column (LGTHCOLM), see figures 1 and 2.

LENGTH OF COLUMN OF VEHICLES

(This is the sum of the lengths of the vehicles, the distance between vehicles, and the distance between march elements.)

Divide the number of vehicles (disregarding trailers and towed weapons) by the density of vehicle per kilometer (VPK). Add this to the quotient of the time gaps (min) multiplied by the rate (kmph) divided by 60.

$$\text{LGTHCOLM} = \frac{\text{No. of veh}}{\text{Density (vpk)}} + \frac{\text{Time gaps (min) X Rate (kmph)}}{60}$$

NOTE: Traffic density (vehicles per kilometer):
1. Close Column - The standard used in the computation tables is 48 vpk.
2. Open Column - The standard used in the computation tables is 12 vpk.

EXAMPLE: A column of 150 vehicles is organized into 5 march units of 30 vehicles each, traveling at a rate of march of 24 kmph; traffic density is 12 vpk (open column) with a 3-minute time gap between march units. Substituting in the formula:

$$\text{LGTHCOLM (km)} = \frac{\text{No. of veh}}{\text{Density (vpk)}} + \frac{\text{Time gaps (min) X Rate (kmph)}}{60}$$

$$= \frac{150}{12} + \frac{(4 \text{ X } 3) \text{ X } 24}{60}$$

$$= 12.5 + 4.8$$

$$= 17.3 \text{ km}$$

Figure 1. Length of column of vehicles.

LENGTH OF COLUMN OF FOOT TROOPS

Multiply number of men by factor for formation and add the total distance of the gaps between units.

LGTHCOLM (meters) = (No. of men X Factor) + Column gaps

Select factor from table below:

Formation	2m/Man	5m/Man
Single File	2.4	5.4
Column of Twos	1.2	2.7

EXAMPLE: Foot troops of a battalion, 350 men, formed into three company march units, each containing three platoons. Formation is a column of twos, 2 meters between men (from table: Factor 1.2). Column gaps between companies is 50 meters; between platoons, 25 meters. Substituting in the formula:

LGTHCOLM = (350 X 1.2) + (2 X 50) + (6 X 25)

= 420 + 100 + 150

= 670 meters

Figure 2. Length of column of foot troops.

c. To determine pass time (PST), see figures 3 and 4.

(1) Pass time is the actual time between the moment the first element passes a given point and the moment the last element passes the same point.

(2) To determine pass time of a vehicle column, see figure 3.

PASS TIME (PST) OF VEHICLE COLUMN

Multiply the LGTHCOLM (km) X 60 and divide by the rate of march.

$$\textbf{PST (min)} = \frac{\textbf{LGTHCOLM (km) X 60}}{\textbf{Rate of march (kmph)}}$$

EXAMPLE: Using the LGTHCOLM of 17.3 km (determined in figure 1), the PST for 150 vehicles traveling at 24 kmph is determined as follows:

$$\text{PST (min)} = \frac{17.3 \text{ X } 60}{24}$$

$$\text{PST (min)} = \frac{1{,}038}{24}$$

PST = 43.25 minutes

NOTE: Round off to nearest whole minute.

PST = 43 minutes

Figure 3. Pass time of vehicle column.

(3) To determine pass time (PST) of a foot column, see figure 4.

PASS TIME (PST) OF FOOT COLUMNS

Multiply LGTHCOLM by factor for rate of march.

PST (min) = (LGTHCOLM X Factor)

Select factor from table below:

Rate (kmph)	Factor
4.0	.0150
3.2	.0187
2.4	.0250
1.6	.0375

EXAMPLE: Using the LGTHCOLM of 670 meters (determined in figure 2), the PST for 350 men moving at a rate of march of 4.0 kmph (Factor .0150) is determined as follows:

PST (min) = LGTHCOLM X Factor

PST (min) = 670 X .0150

PST = 10 minutes

Figure 4. Pass time of foot columns.

3. Preparing Road Movement Graph.

a. Designate the lower left corner of the graph sheet (figure 5) as the SP Time (1225 hrs), or earlier even hour before the march is to begin. Select a convenient scale (one vertical square = 2 km; one horizontal square = 10 min) and plot the hours available in sequence from left to right on the horizontal axis (1000 hrs thru 2100 hrs).

b. Determine the distance to be moved in kilometers (136 km). Indicate the SP at the lower left corner of the graph sheet (figure 5) and, using an appropriate scale, plot the number of kilometers on the vertical scale from the SP (0 km, Augusta) to the release point (RP) (136 km, Fargo). Indicate the location of critical points (e.g., rest halts, check points) on the vertical scale.

c. At the proper distance from the SP, draw the horizontal line indicating the location of the RP. Indicate the hour when the movement must be completed (2005 hrs) by a vertical line. Plot lines representing route restrictions, if any, at the proper distance and times on the graph.

d. Determine the pass time (PST) of foot or vehicle elements in the column.

e. Starting at the SP at the specified hour (1225 hrs), plot the movement of the head of the leading element (left vertical line). If the vehicles move at a blackout rate of 24 kmph, at 30 minutes they will have moved 12 kilometers; at 1 hour, 24 kilometers, etc. Plot the trace of the lead vehicles to the RP.

(1) The last vehicle will cross the SP one "pass time" (60 min) after the first vehicle. Measure this time on the graph and plot the trace of the last vehicle of the element (right vertical line).

(2) The lines describing the head and tail of a serial are parallel (head of column on left and tail of column on the right).

(3) Indicate the time subsequent serials (foot or vehicle) reach the SP, and plot the traces of the head and tail.

(4) Check to see that the plan complies with all restrictions and orders.

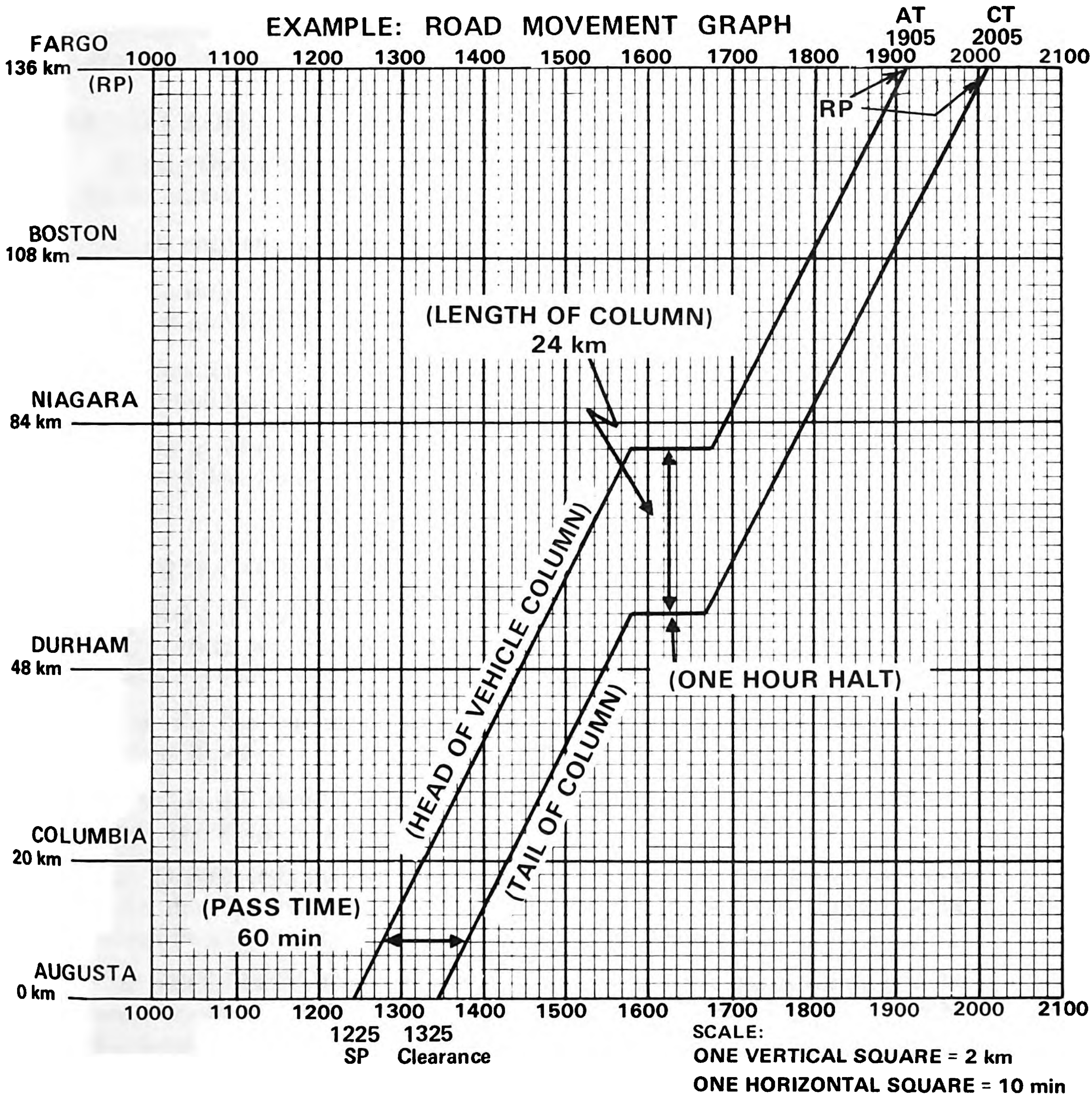


Figure 5. Road movement graph.

REFERENCES:

FM 7-20, The Infantry Battalion, Apr 78 (app C, pages C-3 thru C-6)

TASK NUMBER: 071-332-5031

PREPARE ROAD MOVEMENT TABLE (ANNEX TO OPORD)

CONDITIONS:

During combat operations, CPX, FTX, or peacetime contingency, given commander/S3's guidance (to include time available for preparation), general data, unit SOP, and subordinate unit's serials or march units.

STANDARDS:

Within the time specified by the commander/S3, the road movement table annex must:

1. Be correctly identified by title and map reference data.

2. Contain correct classification markings and downgrading instructions, if applicable.

3. Contain correct distribution instructions and proper authentication if distributed separately.

4. As a minimum, show serial or march units, speed, traffic density, proposed locations, routes, and arrival and clearance times at critical points.

PERFORMANCE MEASURES:

1. **ROAD MOVEMENT TABLE.** The road movement table is a means of providing movement schedules and other essential details pertaining to road movement to subordinate units. The road movement table provides:

a. To the column commander, proposed locations of elements at various times.

b. To the serial and march unit commanders, arrival and clearance times at critical points along the route.

2. **DISTRIBUTION.** Road movement tables will frequently require a wider distribution than a normal operation order so that copies can be issued to movement control personnel, traffic posts, etc.

3. **SECURITY CLASSIFICATION.** Security classification will be based on content of the road movement table and need not necessarily be the same as that of the operation order.

4. PREPARATION OF ROAD MOVEMENT TABLE (ANNEX TO OPORD). Road movement tables (figure 1) consist of two parts.

a. The first part includes "data" paragraphs containing general information common to two or more columns (or elements of a column). Data is listed as follows:

General Data:

(1) Average speed.

(2) Traffic density. (The average number of vehicles that occupy 1 mile or 1 kilometer of road space.)

(3) Halts.

(4) Routes (i.e., between start points and release points).

NOTE: The routes and points are described by grid references, code words, etc., and, if necessary, they are numbered or lettered for ease of reference in the road movement table.

(5) Critical points:

(a) Start points.

(b) Release points.

(c) Other critical points.

(6) Route classification (if applicable).

(7) Route restrictions (if applicable).

(8) Main routes to start points (if applicable).

(9) Main routes from release points (if applicable).

NOTE: A critical point is a selected point along a route used for reference in giving instructions. It includes start points, release points, and other points along a route, such as bridges or intersections, where interference with movement may occur or where timing is critical.

b. The second part of the movement table (figure 1) is a listing of the columns (or elements of column), together with all other necessary information, arranged in tabular form. The following information applies to the tabular form:

(1) Since the form may be issued to personnel concerned with control of traffic, the security aspect must be remembered. It may not be desirable to include dates or locations.

(2) If the tabular form is issued by itself and not as an annex to a more detailed order, the form must have the heading and be signed or authenticated in the normal way as for an annex issued separately.

(CLASSIFICATION)

Annex B - "Movement Table" to Operation Order for Movement No.
Map:

Copy No.
Issuing HQ
Place of Issue
Date-Time Group of Signature
Message Reference No.

General Data:

1. Average speed:
2. Traffic density:
3. Halts:
4. Routes (i.e. between start points and release points):
5. Critical points:
   (a) Start points.
   (b) Release points.
   (c) Other critical points.
6. Main routes to start points:
7. Main routes from release points:

Serial or Movement Number	Date	Unit/Formation	Number of Vehicles	Load Class of Heaviest Vehicles	From	To	Route	Route to Start Point	Critical Points			Route from Release Point	Remarks
									Ref.	Due (hrs.)	Clear (hrs.)		
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)

Acknowledge:
Distribution:
Authentication:

(CLASSIFICATION)

Figure 1. Road movement table.

(3) For simplicity, use only the minimum number of column headings. Information which is common to two or more march units should be included under the "data" paragraph.

NOTE: If the annex has the same distribution as the operation order, it will not be necessary to include the headings and endings as shown in figure 1.

5. EXAMPLE ANNEX. Figure 2 is an example of a completed annex (road movement table) to a battalion OPORD. Note the following points:

a. In paragraph 4 of the general data section, points are designated by names and grid references. Routes are labeled with code words.

b. In blocks (f) and (g) of the tabular form section, point names are given, but no grid references. In block (h), the code word for the route which is given in the general data section is used.

Reference: Map, GEORGIA, L7014, 1:250,000, BENNING Sheet, 2d Edition.

Time Zone Used Throughout the Order: ROMEO

General Data:

1. Average speed: 24 kmph.

2. Traffic density: 12 veh per km.

3. Halts: 1545-1645, meal and fuel; all others SOP.

4. Critical points: Route RED
   a. Start point, AUGUSTA (GL6672) (AUG)
   b. Release point: FARGO (GN7512) (FAR)
   c. Other critical points:
      COLUMBIA (GL6979) (COL)
      DURHAM (GL6989) (DUR)
      NIAGARA (GL6893) (NIA)
      BOSTON (GN7106) (BOS)
   d. Route classification: 10X50
   e. Route restriction: None.

5. Main routes to start point: N/A

6. Main routes to release point: N/A

* * * * * * * * * * * *

(Classification)

March Unit	Date	Unit	Number of Vehicles	Load Class of Heaviest Vehicles	From	To	Route	Critical Points Ref	Critical Points Due	Critical Points Clear	Remarks
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(j)	(k)	(l)	(n)
N/A	22 Aug	Recon Party Scout Plt 1/A/52 Engr Spt Plt Maint Plt Comm Plt (LT Crosby)	14 (10) (1) (1) (1) (1)	25	AUGUSTA	FARGO	RED	AUG	0600	N/A	Move by infiltration
N/A	22 Aug	Quartering Party Bn HQ Sec Co HQ Comm Plt Med Plt Spt Plt Cbt Spt Co Hv Mort Plt AT Plt Redeye Sec Gnd Survl Sec Co A, B, and C A/2-4 Armor (CPT Dowling)	18 (3) (1) (2) (1) (2) (1) (1) (1) (1) (1) (3) (1)	4	AUGUSTA	FARGO	RED	AUG	1000	N/A	Move by infiltration
1	22 Aug	Co A Engr Plt (CPT Henderson)	(25) 30 (5)	25	AUGUSTA	FARGO	RED	AUG COL DUR NIA BOS FAR	1159 1249 1359 1529 1729 1839	1205 1255 1405 1535 1735 1845	Includes halt at (1545-1645)
2	22 Aug	HHC (-) (Comd Gp) Co HQ Bn HQ Sec Comm Plt Spt Plt (-) Hv Mort Plt (CPT Blake)	29 (1) (11) (2) (10) (5)	13	AUGUSTA	FARGO	RED	AUG COL DUR NIA BOS FAR	1208 1258 1408 1538 1738 1848	1214 1304 1414 1544 1744 1854	Includes halt at (1545-1645)
3	22 Aug	A/2-4 Armor Spt Plt (-) (CPT Dooley)	(26) 30 (4)	50	AUGUSTA	FARGO	RED	AUG COL DUR NIA BOS FAR	1217 1307 1417 1647 1747 1857	1223 1313 1423 1653 1753 1903	Includes halt at (1545-1645)
4	22 Aug	Co B AT Plt (-) (CPT Wyatt)	(25) 30 (5)	25	AUGUSTA	FARGO	RED	AUG COL DUR NIA BOS FAR	1226 1316 1426 1656 1756 1906	1232 1322 1432 1702 1802 1912	Includes halt at (1545-1645)
5	22 Aug	Cbt Spt Co (-) Co Hq Redeye Sec Gnd Survl Sec Spt Plt (-) AT Plt (-) Med Plt (CPT Skinner)	30 (6) (2) (6) (9) (4) (3)	21	AUGUSTA	FARGO	RED	AUG COL DUR NIA BOS FAR	1235 1325 1435 1705 1805 1915	1241 1331 1441 1711 1811 1921	Includes halt at (1545-1645)
6	22 Aug	Co C AT Plt (-) (CPT Mitchell)	(25) 29 (4)	25	AUGUSTA	FARGO	RED	AUG COL DUR NIA BOS FAR	1244 1334 1444 1714 1814 1924	1250 1340 1450 1720 1820 1930	Includes halt at (1545-1645)
N/A	22 Aug	Trail Party Bn HQ Sec Maint Plt Med Plt A/2-4 Armor Comm Plt Spt Plt Deadlined Vehicles (CPT Martinez)	24 (1) (6) (1) (3) (1) (1) (10)	55	AUGUSTA	FARGO	RED	AUG	N/A	N/A	Move by infiltration

(Classification)

NOTE: Columns (i), Route to start point, and (m) Route from the release point have been eliminated from this example.

Figure 2. Annex to road movement table.

REFERENCES:

FM 7-20, The Infantry Battalion (Infantry, Airborne, Air Assault, Ranger), Apr 78 (app C, page C-9)
FM 55-30, Army Motor Transport Operations, Mar 74 (app D and E, pages D-1 thru E-7)

TASK NUMBER: 071-332-5034

EXTRACT INFORMATION FROM ROUTE RECONNAISSANCE REPORT

CONDITIONS:

During combat operations, CPX, FTX, or peacetime contingency, given the commander/S3's guidance, unit SOP, and a completed route reconnaissance report.

STANDARDS:

As a minimum, extract information concerning:

1. Existing routes and their physical characteristics.

2. Distances between critical points.

3. Suitable rate of march for tactical daylight and motor blackout marches.

PERFORMANCE MEASURES:

1. Route Selection.

a. Every march plan is based on as complete and accurate a route reconnaissance as the time and situation permit. Maps and aerial reconnaissance support are valuable when selecting a route(s), but whenever practical, a ground reconnaissance should be conducted.

b. The S3 has primary staff responsibility for planning tactical troop movements. The S3 develops courses of action based on the commander's planning guidance, the mission, the tactical plan, weather, terrain, available transportation, enemy capabilities, and the disposition of his own forces. He studies and compares his own course of action to determine the route or combination of routes to use. In some cases, before he recommends the route(s) and the organization of the march, the S3 may wait for additional information from a reconnaissance party.

c. The S3 coordinates with the S2 for route intelligence and information to support his march planning. The S2 uses all available agencies and sources to obtain route information and intelligence. He supervises the route reconnaissance to supplement, confirm, or obtain information about possible routes and intelligence not available from existing sources.

2. Route Reconnaissance Report.

a. Route Reconnaissance Planning. Reconnaissance instructions must be as detailed as possible and include exactly what information is to be obtained, the time by which the information is to be reported, where the information is to be reported, where the information is to be sought, action to be taken on enemy contact, and when the mission is to be executed. Essential details include:

(1) Pertinent known information of the enemy, friendly troops, and the area of operations.

(2) Proposed plans of higher commands, to include anticipated traffic flow along the route and types of vehicles to be employed.

(3) Specific information desired.

(4) Route or routes to be reconnoitered.

(5) When, where, and how information is to be reported.

(6) Time of departure.

(7) Appropriate control measures.

(8) Action to be taken when the mission is completed.

(9) Special equipment requirements.

b. Terrain Considerations. Factors of terrain which are important in route reconnaissance and require consideration when applicable are:

(1) Existing routes and their physical characteristics.

(2) Gradients and radii of curvature.

(3) Bridges.

(4) Vehicular fording, ferrying, and swimming sites.

(5) Tunnels, underpasses, and similar obstructions to traffic flow.

(6) Artificial obstacles such as areas of chemical, biological, and radiological contamination, road blocks, craters, and minefields.

(7) Rock falls and slide areas.

(8) Drainage.

(9) Other natural or manmade features, such as wooded and built-up areas, which may affect movement.

c. Items to Report. Specific items which the reconnaissance might be tasked to report include:

(1) Recommended rates of march.

(2) Selection of start point (SP) and release point (RP) or confirmation of suitability of SP and RP selected by map reconnaissance.

(3) Location of critical points.

(4) Confirmation of location and suitability of the assembly or bivouac area.

(5) Road distance between critical points on the route and total road distance from the SP to RP.

(6) Location of obstacles and estimation of necessary men and equipment to repair and maintain routes. Recommended bypass routes as required.

(7) Number of guides and their location.

d. Recording Information. A type format for recording essential information extracted from the route reconnaissance report is shown in figure 1. An overlay report is useful and may be prepared by the reconnaissance element (see Task: **Prepare a Route Reconnaissance Overlay in FM 7-11B4**). The report format and specific information included will normally be specified in the unit SOP and certainly will be indicated by the specific mission requirements.

ROUTE	KILOMETERS FROM SP	SUITABLE RATE MOTOR BLACKOUT	REMARKS
SP; RJ 5th Div Rd - Super Highway	--	16 kmph	Bridge; hard surface; 2 guides
RJ Dexter - Simpson Road	3.40	16 kmph	Traffic light; 1 guide Simpson Rd; grade 1, poor traction when wet
RJ Dexter - Upton Roads	8.24	16 kmph	Traffic heavy; 2 guides; Dexter bear to right
RJ Dexter - Tony Roads	9.70	16 kmph	2 guides
RJ Dexter - Bradshaw Roads		16 kmph	2 guides
RJ Dexter - Logal Roads	13.30	16 kmph	2 guides
RJ Dexter - Yeager Roads	15.60	16 kmph	Traffic heavy; 2 guides
RP: RJ Yeager - RESA Roads	18.50	16 kmph	2 guides

Figure 1. Route reconnaissance format.

3. **Analyze Route Reconnaissance Report.**

a. The S3 analyzes the reconnaissance report (figure 1), prior to making his final recommendation, to confirm and supplement route intelligence and data already available from existing sources. He analyzes the report for the data listed in paragraph 2 with emphasis on the information in paragraph 2c.

b. After checking and reviewing the report and coordination with other staff officers, the S3 presents the coordinated staff recommendation to the commander. After the commander's approval and during the development of detailed movement planning, the information obtained on the route reconnaissance will be used to:

(1) Determine and select a route(s).

(2) Determine the SP.

(3) Determine critical points en route.

(4) Determine refueling and other scheduled halt areas.

(5) Determine rates of march.

(6) Determine total road distance and the RP.

REFERENCES:

FM 5-34, Engineer Field Data, Sep 76 (chap 14, pages 310 thru 337, para 14-1 thru 14-10)
FM 5-36, Route Reconnaissance and Classification, Jan 70 (chap 3, sec II, pages 2-53 thru 2-65)

TASK NUMBER: 071-332-5032

PREPARE ROUTE OVERLAY (ANNEX TO UNIT MARCH ORDER)

CONDITIONS:

During combat operations, CPX, FTX, or peacetime contingency, given the commander/S3's guidance, a prepared road movement graph, knowledge of overlay preparation, time available for preparation, overlay paper, tape, map of operational area, colored pencils (red, black, blue, green, yellow), no. 2 pencil, coordinate square, route data, grid references, and current operation order (OPORD).

STANDARDS:

Within the time specified by the commander, the overlay/strip map must:

1. Be correctly identified by title and map reference data.

2. Contain correct classification marking and downgrading instructions if applicable.

3. Contain correct distribution instructions and proper authentication if applicable.

4. Show, as a minimum, present location of units, route of march, critical points, and location of units in the new area.

PERFORMANCE MEASURES:

1. **ROUTE OVERLAY.** The route overlay is a route diagram that shows the present location of units, the start point (SP), the route of march, control points, distances, release point (RP), and the location of units in the new area.

2. **PLOTTING OF ROUTE.** (figure 1).

a. Plot the present location(s) of unit(s). Use grid references and standard topographic or military symbols.

b. Plot the locations of the SP and RP; label each by name.

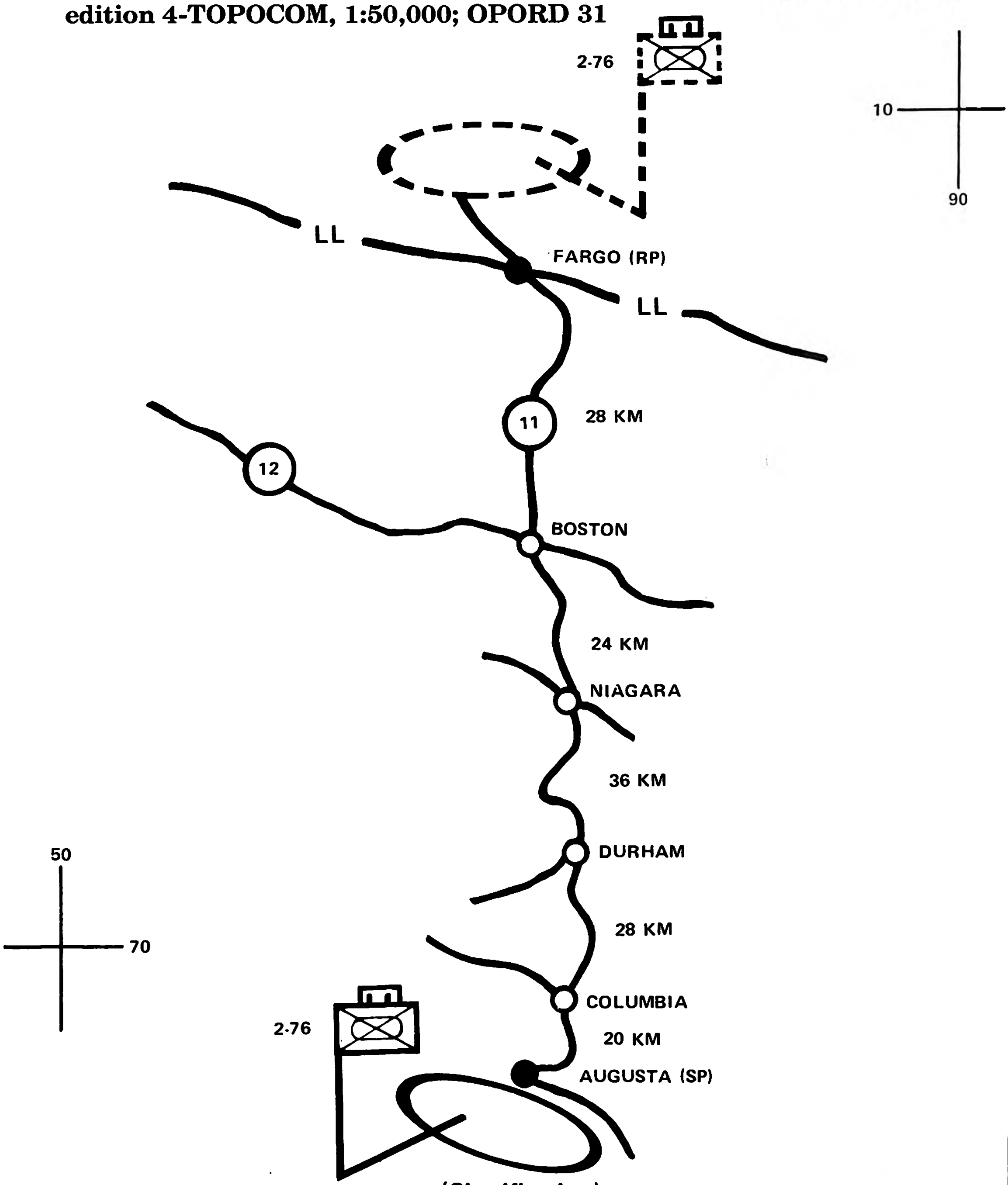
c. Trace the route of march from SP to RP. Label each route by name or number. Plot the proposed location of unit(s).

d. Plot designated critical points on the route of march between SP and RP; trace all roads that intercept the route at critical points, control points, phase lines, and/or halts. Label (with a code name or number) any major highways that cross the route of march. Label critical points by designated names.

(Classification)

Annex B (Route Overlay) to OPORD 31 (OP ALAMO) - 2nd Bn 76th Inf

Reference: Map, series V745, GEORGIA, sheet 4048 IV (COLUMBUS), edition 4-TOPOCOM, 1:50,000; OPORD 31



(Classification)

Figure 1. Annex (route overlay).

e. From the SP, measure and write in the distance in kilometers between each critical point up to the RP.

3. OVERLAY HEADING.

a. Figure 1 shows an example of a completed route overlay (annex to OPORD). See task: **Prepare an operation overlay,** for the correct relationship of an overlay to the written portion of an operation order.

b. The security classification of the route overlay will be based on content and need not necessarily be the same as that of the road movement operation order. The route overlay will have security classification markings centered on the top and bottom of the overlay. For training purposes where no classification is valid, the word "classification" will be entered to reflect the requirement for security classification.

REFERENCES:

FM 101-10-1, Staff Officers' Field Manual: Organizational, Technical, and Logistical Data, Unclassified Data, Jul 76, C1 (chap 4, pages 4-12 thru 4-22, para 4-7 thru 4-8)

TASK NUMBER: 071-332-5036

PREPARE A STRIP MAP

CONDITIONS:

Given guidance that includes the preparation time, a start point (SP), release point (RP), and either of the following: (1) route overlay, (2) route reconnaissance report, or (3) a map covering the route of movement.

STANDARDS:

Within the time specified, prepare a strip map IAW your supervisor's guidance and the performance measures.

PERFORMANCE MEASURES:

1. A strip map is an unscaled drawing of a route(s) or march, to include the critical points along that route(s). It may be prepared either as an overlay or as a schematic of the map itself. It is similar to a route overlay, but not to scale.

2. The purpose of the strip map is to graphically portray a route of movement over a distance which may exceed standard military map sheets, or which require multiple map sheets.

3. A strip map may be prepared from a route overlay, from a route reconnaissance overlay, or from a map reconnaissance. It is drawn on a standard sheet of paper to provide the user with the necessary information to reach his destination.

a. A strip map that is to have general distribution — that is, to squad leaders, vehicle commanders, drivers, or route guides — normally shows only one route (figure 1).

b. A strip map used as an appendix/annex could have many routes on it and could include bypasses for each route (figures 2 and 3).

ROUTE BLUE TO SHERWOOD FOREST

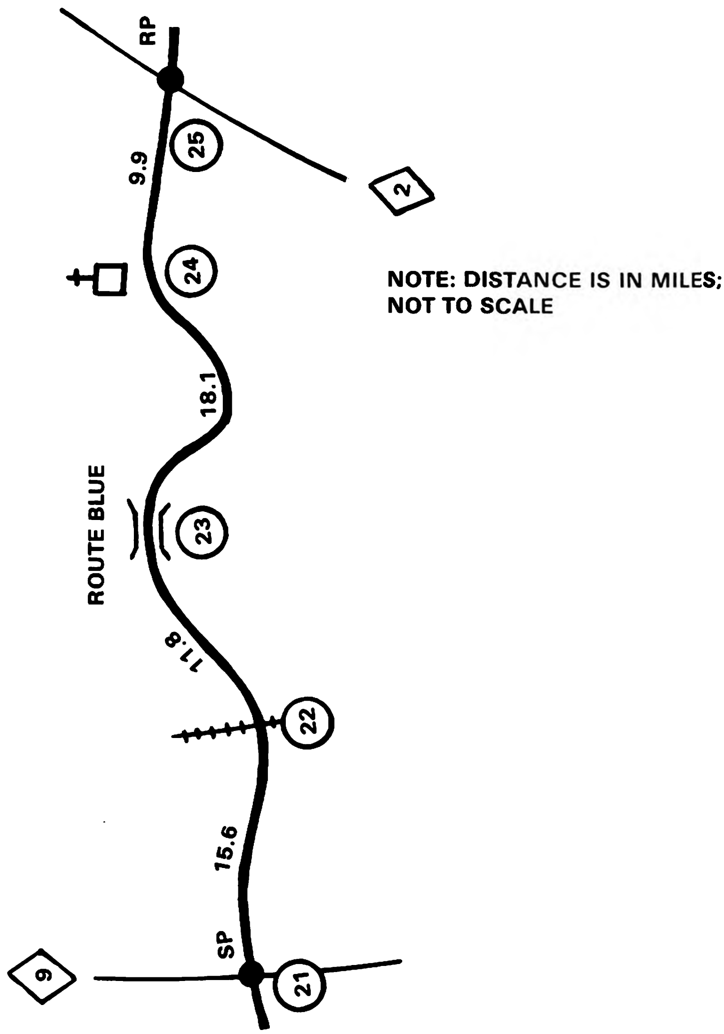


Figure 1. Strip map issued to drivers or vehicle commanders.

(CLASSIFICATION)

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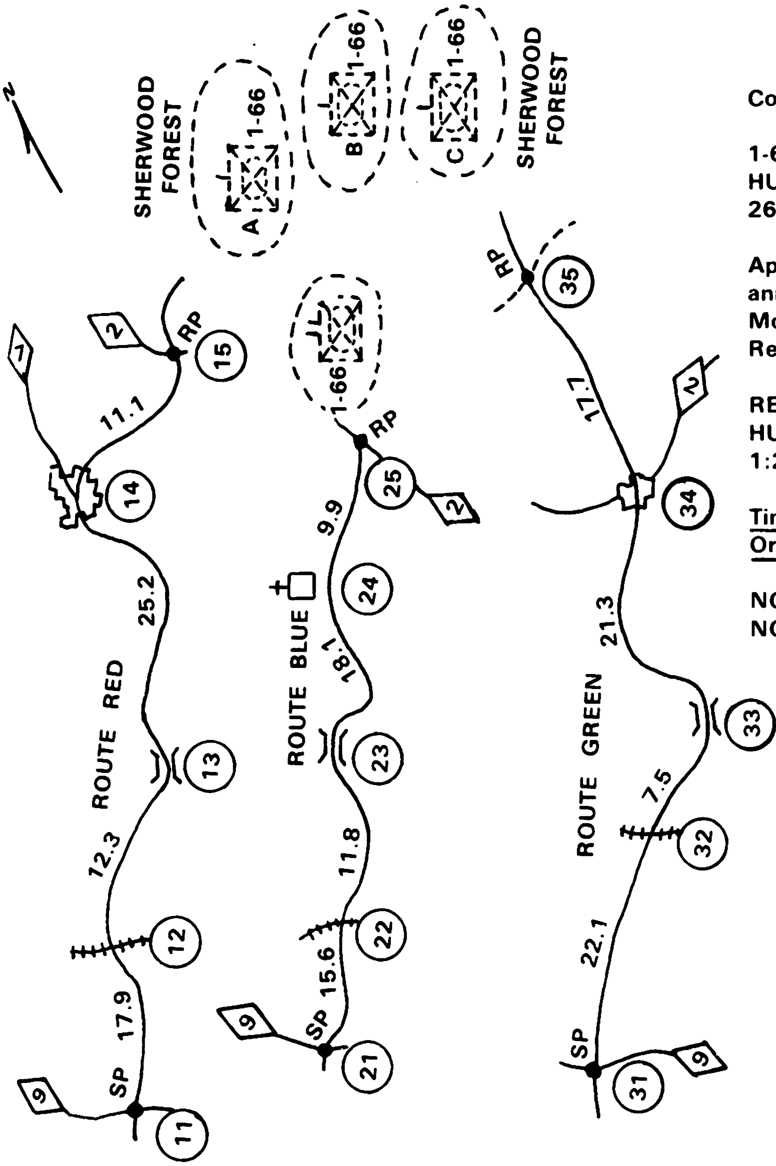
Appendix 1 (Strip Map) to annex C (Route Overlay) to Movement Order II (Routes Red, Blue, and Green).

REFERENCE: Map, Series M-745, HUNFELD, Edition 1976, 1:250,000.

Time Zone Used Throughout Order: ALPHA

NOTE: DISTANCE IS IN MILES; NOT TO SCALE



Acknowledge

Bell
LTC

OFFICIAL:

/s/Brigham
BRIGHAM
S3

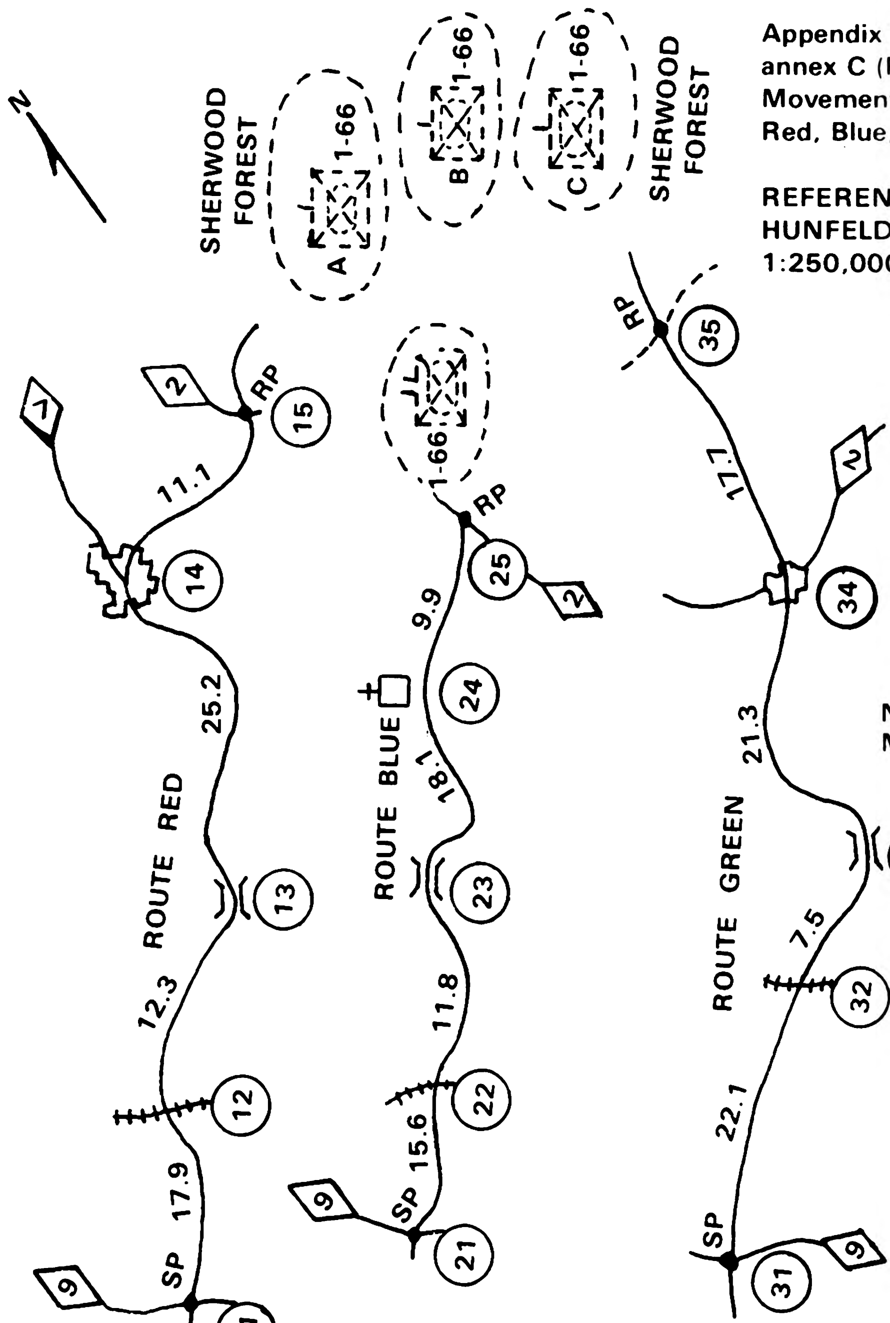
(CLASSIFICATION)

Figure 2. Strip map issued separately from the operation order.

(CLASSIFICATION)

Appendix 1 (Strip Map) to annex C (Route Overlay) to Movement Order II (Routes Red, Blue, and Green).

REFERENCE: Map, Series M-745, HUNFELD, Edition 1976, 1:250,000.



NOTE: DISTANCE IS IN MILES; NOT TO SCALE

(CLASSIFICATION)

Figure 3. Strip map issued with the operation order.

4. When a strip map is prepared as an appendix/annex, it is normally prepared by battalion or higher units.

a. **Orientation.** Place the symbol for grid north on the sketch and label it with an "N" designating the general direction of north. No other orientation or grid references are made.

b. **Plotting of Detail.**

(1) Draw the route of movement.

(2) Plot all critical points or areas along a route where interference with movement may occur or where timing is critical. They include SPs, checkpoints, RPs, phase lines, bridges, tunnels, road junctions, city/town intersections where passage could be confusing, and areas for halts for messing, refueling, etc.

(3) Plot the SP and RP locations, labeling them with their abbreviation or number, if appropriate.

(4) Place the distance between critical points in kilometers or miles (using a measurement that would be applicable, dependent upon the movement).

c. **Heading.**

(1) Title. Example: Appendix 1 (strip map) to Annex C (Route Overlay) to movement order 11 (Routes Red, Blue, and Green to Sherwood Forest).

(2) References. Map references for a strip map are normally the same as for the operation order that the strip map supports.

5. When a strip map is prepared as an appendix or annex issued separately (figure 2) — that is, when it is to have wider distribution than the order — it must have added to it a heading, an ending, and a classification, as has an overlay.

6. Strip maps for general use that are to be distributed to the lowest level will only have the information pertaining to that level (e.g., squad leader, vehicle commander, driver, etc.) (figure 1).

a. **Plotting of Detail.** The detail on one of these is the same as for a strip map to be used as an appendix/annex, except no unit symbols or designations are used, and, if it is extracted from a strip map with multiple routes, only that route is included that the user needs.

b. **Heading.**

(1) Title. Use a title that alludes to the order; but, do not mention the order by name, number, or letter. Use the route name or one that would be applicable for the movement. Example: "Route Blue to Sherwood Forest."

(2) Classification. None; however, personnel should be cautioned as to the sensitivity of the document, and they should not be issued the strip map until the last possible moment.

REFERENCES:

FM 21-18, Foot Marches, Jan 71 (chap 1, page 6, para 6v; app C, page 33)
FM 55-30, Army Motor Transport Operations, Mar 74 (chap 4, page 4-3, para 4-5 and 4-6; chap 8, page 8-2, para 8-6)
FM 71-1, The Tank and Mechanized Infantry Company Team, Jun 77 (app J, page J-1)
FM 71-2, The Tank and Mechanized Infantry Battalion Task Force, Jun 77 (app H, page H-15)

TASK NUMBER: 071-332-5033

ASSIST IN PLANNING TACTICAL TROOP GROUND MOVEMENT

CONDITIONS:

Having attained proficiency in the tasks pertaining to preparation of road movement graphs, road movement tables, route overlays/strip maps, route reconnaissance reports, warning orders, and combat formations, given the commander/operation officer's guidance, and the type, number, and characteristics of transportation available.

STANDARDS:

1. Foot Marches.

a. Organize unit into march units or serials to facilitate control.

b. The rate of march will be IAW unit SOP or commander's guidance.

2. Motor Marches.

a. Organize unit into one of the three basic formations for motor marches: close column, open column, or infiltration.

b. The rate of march will be IAW unit SOP or commander's guidance.

3. Issue a warning order.

4. Dispatch a reconnaissance party.

5. Develop detailed movement plans.

6. Obtain commander's approval and issue movement order.

PERFORMANCE MEASURES:

1. **GENERAL.**

a. This task outlines staff responsibilities and techniques for planning tactical troop movements, employing the methods of movement by foot and motor. It is in accordance with the provisions of current NATO Standardization Agreements (STANAG).

b. The movement of troops is inherent in military operations. Mission accomplishment is directly related to the ability to arrive at the proper place, at the proper time, in effective condition, and in the formation best suited for accomplishment of the mission.

c. Troop movements are classified as administrative or tactical. They may be further classified as to method of movement: foot, motor, air, or water.

(1) Administrative troop movements.

(a) An administrative troop movement considers tactical implications but is conducted with primary emphasis on efficient use of transportation. Administrative moves are based on the assumption that the probability of contact with the enemy is remote during and shortly after the move.

(b) The S4 has primary staff responsibility for planning of administrative troop movements.

(2) Tactical troop movements.

(a) Tactical troop movements are conducted with primary emphasis on movement in combat-ready formations. Ground contact with the enemy, either en route or shortly after arrival at the march destination, is expected. A tactical troop movement ends when ground contact with the enemy is made (interpreted as sufficient to require deployment by the main body) or when the march destination is reached, such as an attack position, a forward assembly area, or a march objective.

(b) Primary factors for planning tactical troop movements are:

1. Timely and detailed planning.

2. Thorough preparation.

3. Adequate supervision.

4. State of training.

(c) The S3 has primary unit staff responsibility for planning tactical troop movements.

NOTE: Throughout this explanation, Bn/Bde level designations are used, but the principles also apply to higher level staffs (division/corps).

2. MOVEMENT PLANNING.

Basic considerations for planning any movement are: the mission and tactical situation; what is to be moved (troops and equipment); and the type, number, and characteristics of transportation available for the move. Regardless of the type of movement, success depends largely upon the thoroughness of planning. It is difficult to correct errors once the march has begun.

3. FOOT MARCHES.

a. The command is organized into march units or serials to facilitate control. When possible, unit integrity is maintained. The normal march formation for foot troops is a column of twos. The tactical situation, terrain, and weather dictate the formation and rate of march.

(1) Reduced distance — 1 to 3 meters between men, 25 meters between platoons, and 50 meters between companies.

(2) Normal distances — 2 to 5 meters between men, 50 meters between platoons, and 100 meters between companies.

(3) Extended distance — When the terrain is extremely rugged or when the column is marching within the range of enemy artillery, distances are extended in accordance with the situation and degree of control required.

b. The rate of march is prescribed by the commander of the column and may be standardized in the unit SOP. The rate prescribed depends upon terrain and weather conditions, condition of the troops, length of the march, and mission. For planning purposes, a normal foot march is 8 hours, covering 32 kilometers at a rate of 4 kilometers per hour.

c. For detailed discussion, see **FM 21-18.**

4. **MOTOR MARCHES.** There are three basic formations for motor marches:

a. Close Column. A close column is one in which elements are formed as compactly as practicable in order to increase traffic density and reduce pass time to a minimum. Units in close column use a traffic density of more than 30 vehicles per kilometer (vpk). The standard used in the computation tables is 48 vpk with a vehicle distance of 11 meters.

(1) Close column is employed when a road net must be used to the maximum capacity. It can be used for movements through cities or other congested areas for better control. Close column is useful for night moves under blackout conditions, particularly over poorly marked routes.

(2) In close column, vehicles are closed to safe-driving distance behind the preceding vehicle. A small speedometer multiplier (normally SM2) may be used to provide a safe-driving vehicle distance. A maximum speed (greater than the prescribed rate) is announced for vehicles that need to catch up.

(3) In close column, control and intracolumn communication are good because of the compact column. Fewer guides, escorts, and markers are needed.

(4) The close column provides minimum dispersion for passive protection against enemy observation and attack. The strength and type of organization are readily apparent to hostile observation.

b. Open Column.

(1) In open column, elements are widely spaced as a passive defense or safety measure. To aid in passive defense, vehicles maintain reasonable dispersion, which permits overtaking vehicles, not a part of the column, to enter the column. Units in open column use a vehicle density of 30 to as few as 7 vpk with a vehicle distance of 24 to 155 meters. The standard used in the computation tables is 12 vpk with a vehicle distance of 80 meters.

(2) Open column is particularly applicable to daylight tactical moves. Open column can be used to overcome the effects of dusty road conditions and to move on routes where a moderate volume of higher or lower speed traffic may affect the column.

(3) An open column is accomplished by use of a large speedometer multiplier (SM3 or more) or a prescribed minimum distance between vehicles. In addition, a prescribed traffic density limiting the number of vehicles over a stretch of road may be established.

(4) Open column movement provides the best possible compromise between the conflicting requirements of a large traffic flow and a wide dispersion of vehicles within the column. Column control, while not as good as in close column, is better than that obtained by infiltration. In addition, driver fatigue and the probability of accidents are less pronounced than in close column marching.

(5) Because of the relative regularity of vehicle spacing in open column, less secrecy is possible in daylight. Vehicle distances are greater than in close column and, consequently, traffic density on a road is lower.

c. Infiltration.

(1) When sufficient time, traffic density, and other tactical considerations permit, infiltration of vehicles provides maximum secrecy, deception, and dispersion as a means of passive protection against enemy observation and attack.

(2) It may be used to move a unit over a heavily traveled route when it would be impracticable to move the entire unit at one time.

(3) Under light traffic conditions, movement is limited by road conditions, vehicle mobility, and the training, experience, and physical condition of drivers.

(4) Higher speed of individual vehicles is possible; however, pass time for the unit is longer and completion time of the march is later.

(5) Control is difficult. More detailed briefings of drivers and vehicle commanders, and careful marking of routes are required. Maintenance, refueling, and feeding arrangements are more difficult to arrange.

(6) Maintaining tactical integrity is more difficult; and the capability of a unit to be employed tactically is considerably reduced until the movement is completed.

d. For a detailed discussion of motor marches, see **FM 55-30.**

5. MARCH PLANNING. The sequence of march planning must be integrated into the sequence of commander and staff actions.

a. Preparation and Issuance of the Warning Order. After receipt of orders for a movement, the commander gathers his staff to obtain current information, analyze the mission, and issue his planning guidance. To give subordinate units as much time as possible to prepare for a pending move, the commander issues a warning order containing as much information as is readily available. Initial computations are normally made to provide more information as to the WHO, WHAT, WHEN, and WHERE.

b. Estimate of the Situation. In making the operation estimate, the S3 considers the mission, weather, terrain, tactical plan, time and space factors, available routes, available transportation, enemy capabilities, and disposition of own forces. He develops courses of action based on all of the above and the commander's planning guidance. He then analyzes and compares his own courses of action to determine the route or combination of routes to use. In some cases, the S3 may delay his final recommendation until he gains additional information from the reconnaissance party (discussed below). The S3 recommends the route(s) (scheme of maneuver) and the organization of the march column. After coordination with other staff officers, the coordinated staff recommendation is presented to the commander by the S3.

(1) Organization and dispatch of a reconnaissance party. Every march plan is based on as thorough and complete route reconnaissance as time and situation permit. Map and aerial reconnaissance are valuable but are not substitutes for an actual route reconnaissance. The situation/unit SOP generally establishes the basic composition of the reconnaissance party.

(a) The S3 coordinates with the S2 for route intelligence and data to support his planning. The S2 exploits existing sources and agencies such as maps and photographs; aerial reconnaissance; friendly units and staff sections such as engineer, provost marshal, and transportation; and civil government and police agencies. The S2 supervises the route reconnaissance to obtain, confirm, or supplement route intelligence and data not readily available from existing sources and agencies.

(b) The reconnaissance/scout platoon generally provides the nucleus of the reconnaissance party and operates under the staff supervision of the S2. Engineer support is normally furnished by the supporting (or attached) engineers to provide technical assistance and estimates for minor repairs along the route. Logistical support is furnished by the support platoon/section and maintenance platoon/company for refueling, minor repairs, and vehicle recovery. Special requirements may require the reconnaissance party be augmented with an additional security element or surveillance section.

(c) The reconnaissance party determines:

1. Available routes and conditions. (Route may be specified by higher headquarters.)

2. Recommended rates of march.

3. Selection of start point (SP) and release point (RP) or confirmation of suitability of SP and RP selected by map reconnaissance.

4. Location of critical points.

5. Confirmation of location and suitability of the assembly or bivouac area.

6. Road distance between critical points on the route and total road distance SP to RP.

7. Location of obstacles and estimation of necessary men and equipment to repair and maintain routes. Recommend by-pass routes as required.

8. Number of guides required and their location.

(2) Organization and dispatch of a quartering party. The new area is prepared for the orderly arrival of units by members of the quartering party.

(a) A unit quartering party normally consists of a quartering officer (usually the headquarters commandant), representatives from each unit, and communications, security, and medical personnel.

(b) The quartering officer is furnished the general area for the unit command post and the general disposition of subordinate units by the S3. The quartering officer selects the exact site for the unit's command and administrative installations, indicates the location of major subordinate units to unit representatives, and formulates a plan to receive and guide units from the RP to their areas.

1. Communications personnel install equipment to insure immediate control of units as they arrive. Provisions are made for opening the new command post.

2. Selection of areas and routes, local security, and control measures are supervised by the quartering officer.

3. Unit or section representatives are carefully selected. They are familiar with the tactical mission and with methods of employment.

(c) The quartering party is dispatched in advance of the main body so that it can complete preparations for arrival of the main body.

(3) Organization of the column. The S3 must organize the unit into manageable components. The number of personnel and number and type of vehicles must be determined. Units are organized into a serial(s) and march units, and given an order of march best suited for tactical control of the movement.

(a) In determining the order of march, the planner considers the mission, enemy situation, unit integrity, and desired order of arrival of units at the destination.

(b) Where dispersion is required and multiple routes are available, the unit may be organized into two or more columns, each assigned a different route.

c. Development of Detailed Movement Plans. This step corresponds to the preparation of plans or orders (step 6) of the sequence of commander and staff actions. After the commander receives the staff recommendation and makes his decision, the S3 develops the detailed movement plan.

(1) March computations. Total time distance is determined between the SP and RP after determining rates of march and road distance. Time distances between successive critical points are also determined. Using the number of personnel on a foot march or number of vehicles in a motor move, the planner computes the pass time for each march unit and serial.

(a) Pass time is determined by considering the formation, number of march units and serials, and rates of march.

(b) Arrival and clearance times are computed for the SP, RP, and critical points, based on SP times, time distances, and pass times.

(2) Draft of road movement table. Using the completed march computations, a draft road movement table is prepared. A road movement graph may be used to assist in preparing this draft.

d. Approval and Issuance of Orders. This step corresponds to steps 7 and 8 of the sequence of commander and staff actions. The plan for the move is submitted to the commander for his approval. A written movement order is prepared using the standard format for an operation order. Annexes are used to detail instructions as appropriate: road movement tables, overlays, strip maps, vehicle assignment tables, and administrative details. The movement order may be published as an annex to an operation order.

(1) The road movement table provides serial and march unit commanders with arrival and clearance times at critical points along the route. It also provides the column commander proposed locations of elements at various times. This is the most important annex to the movement order.

(2) An overlay should show, as a minimum, present location of units, route of march, control points, and location of units in the new area.

(3) Strip maps give a schematic picture of the route of march. They show landmarks, critical points, and distances. A strip map may be issued as an annex in lieu of an overlay, or as an additional annex, and is of particular value to drivers or individual vehicle commanders.

(4) A vehicle assignment table showing the allocation of organic, attached, or supporting vehicles may be included as an annex.

(5) An administrative order or annex may be included or referenced when administrative details are too voluminous for inclusion in the body of the order.

e. Supervision. The commander and staff must supervise conduct of the movement. The primary purpose is to assist subordinate units in the execution of the move and to make adjustments as necessary.

REFERENCES:

FM 21-18, Foot Marches, Jan 71
FM 55-30, Army Motor Transport Operations, Mar 74
FM 57-1, U.S. Army/U.S. Air Forces Doctrine for Airborne Operations, Sep 67
FM 57-35, Airmobile Operations, Mar 71
FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72
FM 101-10-1, Staff Officers' Field Manual: Organizational, Technical, and Logistical Data, Unclassified Data, Jul 76, C1
TM 55-310, Motor Transport Operations, Feb 69, C1/2
TM 55-450-15, Air Movement of Troops and Equipment (Non-tactical), Jun 71
STANAG 2041, "Operational Road Movement Orders, Tables and Graphs"
STANAG 2154, "Definitions and Regulations for Military Motor Movement by Road"

TASK NUMBER: 071-332-5040

PREPARE AIRMOVEMENT PLAN

CONDITIONS:

As an operations sergeant, given commander and/or S3 guidance, mission to be accomplished, subordinate units' basic planning guides, pencil, type aircraft allocated, cargo carrying characteristics of type aircraft allocated, type load worksheet format, airloading table format, personnel manifest format, airmovement table format, and aircraft load summary.

STANDARDS:

As a minimum, you must insure that:

1. All TOE equipment and all non-TOE equipment/material needed to accomplish the assigned mission is included in the loading plan.

2. The load is designed to facilitate the unloading of equipment/material in priority of need to accomplish the assigned mission.

3. Loading plan recognizes integrity of section/units.

4. Load is properly distributed by weight.

5. Vehicles do not exceed configurations and weight limitations for the type of aircraft specified for movement (if applicable).

PERFORMANCE MEASURES:

1. **Airmovement.** A movement by air may be in conjunction with an airborne operation or may be an administrative move. The technical considerations for either a tactical or administrative airmovement are generally the same. However, in an airborne operation the tactical plan is the overriding consideration. The airmovement plan is formulated to conform to the tactical plan as far as practical. In administrative airmovements, efficient use of available airlift is usually paramount. The tactical and administrative aspects of airmovement planning are contained in FM 57-1 and TM 55-450-15.

2. **Planning Considerations.** The following planning considerations are used for joint airborne operations and airmobile operations.

a. **Mission.** The airmovement plan must support the mission to be accomplished. This will affect the selection of troops, equipment, and supplies to be moved.

b. **Availability of Aircraft.** The number and type of aircraft available will affect the time required to complete the movement. The division of the force by echelon will also depend on the aircraft available.

c. **Unit Integrity.** Whenever possible, unit integrity should be maintained. In an airborne operation, the task organization dictates maintaining tactical integrity. In administrative airmovements, unit integrity is sacrificed to make maximum use of the allowable cargo load of each aircraft.

d. **Distribution of Key Personnel and Equipment.** Key personnel are distributed among the aircraft so that the loss of one aircraft does not destroy the command structure of a unit. Key items, such as crew-served weapons, command vehicles, and communications equipment, are also distributed among different aircraft. This is referred to as "cross loading."

e. **Self-Sufficiency of Each Plan Load.** Whenever possible, every towed load is accompanied by its prime mover. Crews are loaded with their vehicles and crew-served weapons. Component parts accompany major items of equipment in the same aircraft. Ammunition is carried for each weapon. Sufficient personnel must accompany each aircraft to unload cargo at the destination.

f. **Full Use of Airlift Capability.** Each aircraft is loaded to take full advantage of its allowable cargo load, so far as is consistent with the mission.

3. **Planning Steps.**

a. **General Considerations.** Although the air movement plan should be based on tactical considerations, modifications are often necessary because of the type and number of aircraft available. In large scale operations, there are seldom sufficient aircraft to fly the entire force in one lift. Therefore, it is often necessary to airlift the force by shuttle movements. In order for the planning staff to determine aircraft requirements, information must be provided by subordinate units concerning the troops and equipment to be airlifted. For airborne operations, much of the planning is contained in the unit standing operating procedures (SOP).

b. **Organization.** Once the task organization has been established, the force is organized into assault, followup, and rear echelons based on the tactical plan.

4. **Weights of the Personnel.**

a. For airmobile operations and tactical airlifts, the standard weights for individuals as shown below are used. These weights take into consideration the weight of the man plus his combat equipment and his share of TOE equipment that is hand-carried.

(1) Aircraft crewman - 200 pounds.

(2) Combat-equipped soldier - 240 pounds.

(3) Litter patient - 250 pounds.

(4) Parachutist - 260 pounds.

b. Each planeload is manifested. In airmobile operations, manifests should be kept as simple as possible. For example, the manifest could be a sheet from the squad leader's notebook listing the men and equipment loaded into his aircraft. In joint operations, the Army unit is responsible for manifesting its loads according to Air Force instructions. Local agreements may be made between the two services to use other types of manifests such as the automated printouts, addressograph sheets, load lists, or airline tickets.

5. **Cargo-Carrying Characteristics.** Personnel responsible for preparing the airmovement loading plans must be familiar with the types and characteristics of aircraft available. The aircraft cargo-carrying characteristics listed below must be considered in planning air moves.

a. Allowable cargo load.

b. Size and location of the cargo door.

c. Height of the cargo floor above the ground.

d. Size and shape of the cargo compartment and its limiting features.

e. Strength of the floor.

f. Location and strength of cargo tiedown fittings.

g. Location, number, and type of troop seats.

h. Forward and aft cargo center-of-gravity limits.

i. Organic loading aids available, e.g, ramps, winches, hoists, and elevators.

6. **Gross Weight Limitations.** One of the means for insuring that an aircraft is safe to fly is to control its gross weight. The maximum gross weight of an aircraft is governed either by the structural limitation of the airframe, or by performance. Two factors which affect the maximum gross weight are:

a. **Meteorological Conditions.** The load-carrying capability of fixed-wing aircraft and helicopters decreases with increases of altitude, humidity, and temperature.

b. **Departure and Arrival Airfield.** The length, condition, and altitude of the runway may limit the gross weight of an airplane. The runway may limit not only the takeoff weight at the departure airfield, but also the landing weight at the destination. The gross weight of helicopters may depend on the presence of cleared approaches to a landing site.

7. **Allowable Cargo Load.** The responsibility for computing the allowable cargo load of an aircraft is NOT that of the ground unit. The air movement planner is provided this information by the airlift unit, either Army aviation or the Air Force, as applicable. The planner must realize what factors affect allowable cargo loads, so that he may be flexible in his planning.

8. **Determining Aircraft Requirement.** There are three methods of determining aircraft requirement: weight, space, and type load method.

a. **Weight Method.**

(1) The weight method is used for **estimating aircraft requirements** to transport large amounts of supplies, general cargo, and personnel. This method is based on the assumption that total weight, not volume, is the determining factor.

(2) To compute the aircraft required, divide the gross weight of the cargo by the allowable cargo load of the aircraft to be used.

(3) Example: A planning officer is required to compute the number of C-130 aircraft needed to transport a task force on a particular mission. The announced allowable cargo load of each C-130 is 27,600 pounds. From the basic planning guides submitted by subordinate headquarters, a total troop and cargo weight of 1,256,868 pounds is computed. To determine the number of aircraft required, divide the total weight by the allowable cargo load:

$$\text{Number of C-130's needed} = \frac{1{,}256{,}868}{27{,}600} = 45.5 \text{ or } 46 \text{ C-130's.}$$

b. **Type load method.** This method required consideration of the following:

(1) The principles of safe loading.

(2) The allowable cargo load, weight and balance characteristics, size of cargo compartment, and any special restrictions for each type aircraft to be used.

(3) Number and weight of personnel and equipment to be loaded.

(4) Weight and dimension data of items to be loaded.

(5) In computing type loads and ascertaining limitations of certain loads, the best method is the use of scale-drawn templates of loads and floor diagrams. These assist the planner in determining possible arrangements of cargo and the effects of space limitations within a given cargo space. TM 55-450-15 contains floor plans of the cargo compartments for both Air Force and Army aircraft.

(6) Upon determination of the task organization and completion of the basic planning guide, the data on personnel and equipment is then translated into terms of aircraft loads. This is accomplished by establishing type loads composed of a specific number of troops and equipment and loading out the unit insofar as possible within these types. Once type loads have been developed, they must be coordinated and approved by representatives of the U.S. Air Force or U.S. Army airlift commander tasked to support the mission.

(a) By considering the above data and through the use of the type load worksheet, aircraft requirements for units can then be determined.

(b) Example: Determine the number of C-130 aircraft needed to transport a rifle company in an airlanded mission. The announced allowable cargo load is 26,000 pounds.

1. The following items are to be moved: (Personnel and equipment in the advance party and followup echelon are not included.)

ITEM	WEIGHT (EACH)
186 Personnel	240 lbs
4 ea ¼-T Trk	3,073 lbs
6 ea ¼-T Tlr	1,065 lbs
3 ea ¾-T Trk	7,417 lbs
3 ea ¾-T Tlr	2,840 lbs
2 ea ¼-T Trk (TOW)	3,085 lbs
2 ea ¼-T Trk (MSL)	2,841 lbs
1 ea ¾-T Trk (Redeye)	7,417 lbs

NOTE: Figures include personnel and equipment of attachments accompanying the assault echelon.

2. Organize the items to be moved into type loads as follows:

C-130 Aircraft Type Loads
(ACL 26,000 lbs)

Type Load I (A-1)

29 Personnel	6,960 lbs
2 ea ¼-T Trk	6,146 lbs
2 ea ¼-T Tlr	2,130 lbs
	15,236 lbs

Type Load II (A-2)

35 Personnel	8,400 lbs
1 ea ¼-T Trk	3,073 lbs
1 ea ¼-T Tlr	1,065 lbs
1 ea ¾-T Trk	7,417 lbs
1 ea ¾-T Tlr	2,840 lbs
	22,795 lbs

Type Load III (A-3)

33 Personnel	7,920 lbs
2 ea ¾-T Trk	14,837 lbs
1 ea ¾-T Tlr	2,840 lbs
	25,594 lbs

Type Load IV (A-4)

26 Personnel	6,240 lbs
1 ea ¼-T Trk (TOW)	3,085 lbs
1 ea ¼-T Trk (MSL)	2,841 lbs
1 ea ¼-T Tlr	1,065 lbs
	13,231 lbs

Type Load V (A-5)

28 Personnel	6,720 lbs
1 ea ¼-T Trk	3,073 lbs
1 ea ¼-T Tlr	1,065 lbs
1 ea ¾-T Trk	7,417 lbs
1 ea ¾-T Tlr	2,840 lbs
	21,115 lbs

Type Load VI (A-6)

35 Personnel	8,400 lbs
1 ea ¼-T Trk (TOW)	3,085 lbs
1 ea ¼-T Trk (MSL)	2,841 lbs
1 ea ¼-T Tlr	1,065 lbs
	15,391 lbs

3. By inspection, the number of C-130 aircraft required is:

Type I	1
Type II	1
Type III	1
Type IV	1
Type V	1
Type VI	1
Total	6

Therefore, six C-130's are required under the stated conditions.

NOTE: See figure 2 for an example of a type load worksheet.

c. **Space Method.**

(1) The space method is desirable for rapidly computing aircraft requirements for small unit airmobile operations for personnel, weapons, ammunition, and vehicles since the process provides a safety factor. The majority of the computations remain constant and overall planning time is decreased.

(2) A space is defined as the weight of a fully combat-equipped soldier and is used as a denominator to convert the weight of major items of equipment and accompanying supplies into a common factor. A space is considered to be 240 pounds.

(3) In converting weight to spaces, consider only whole or half spaces by carrying fractions to the next higher half or whole space; for example; 10.1 = 10.5, 11.6 = 12.0.

(4) Convert major items of equipment such as vehicles, trailers, or heavy weapons into spaces by dividing the weight of each item by 240. If two or more items of the same type are to be transported, multiply the spaces required for a single item by the number of items. Convert additional assault supplies not carried by the individual soldier into spaces by dividing their total weight by 240.

(5) To determine the number of spaces each aircraft can provide, divide the allowable cargo load by 240. In converting allowable cargo loads to spaces, consider only half or whole spaces. Fractions will be reduced to the next lower half or whole space; for example, 22.8 = 22.5; 24.3 = 24.

Example: Determine the number of UH-1D/H helicopters required to lift the assault elements of a rifle company as shown on the planning worksheet.

Unit	Persons	SUPPLIES		MAJOR ITEMS OF EQUIPMENT				
		Weight	Spaces	Item	Weight (ea)	Spaces	No.	Total Spaces
Co A	150	2,000	8.5	¼-ton truck	2,780 lbs	12.0	5	60
				TOW w/4 missiles	389 lbs	2.0	2	4
				¼-ton trailer	1,065 lbs	4.5	3	13.5
TOTAL	150		8.5					77.5

Total Co A = 236 spaces.

Allowable cargo load (ACL), UH-1D, for 50 nautical mile radius = 2,600 lbs.

$\frac{2600}{240}$ = 10.8 or 10.5 spaces.

Aircraft required = $\frac{236}{10.5}$ = 22.5, or 23 helicopters required.

(6) When using the space method, insure that the weight of each piece of equipment is within the allowable cargo load of the aircraft to be used. For example, the ¼-ton truck cited above requires 12 spaces, but it cannot be transported by six UH-1D/H helicopters because of ACL limitations. This reduces the helicopters required to 17 and requires another means of transport for the five ¼-ton trucks.

9. **Airmovement Planning Formats.** The planning sequence for an airmovement is as follows:

a. The basic planning guide is prepared at company level.

b. Basic planning guides are consolidated at battalion and higher level.

c. Aircraft requirements are determined; aircraft are requested and allocated.

d. The airmovement table, prepared jointly between the Air Force and Army, is distributed as part of the airmovement annex to the battalion operation order.

e. Based on the airmovement table, the type load worksheet, and the unit basic planning guide, the unit airloading table is prepared.

f. Personnel and cargo are manifested based on information found in the airloading table and then outloading begins.

10. **Basic Planning Guide.** The basic planning guide reflects the exact organization of the preparing unit in terms of personnel, vehicles, equipment, and supplies. It serves as a basis for preparation of a consolidated basic planning guide at higher headquarters. In its consolidated state, it serves as the basis for the preparation of type loads and initial determination by the weight method of aircraft requirements. It is initiated at company level and consolidated at battalion level and higher. Figure 1 is a sample basic planning guide for a rifle company including normal attachments.

11. **Type Load Worksheet** (figure 2).

a. Purpose. This worksheet is used at company or battalion level to organize the unit into planeloads. It may be used either to determine aircraft requirements or to assist in allocating aircraft to subordinate units.

b. Explanation.

(1) Type loads are made up for each type aircraft, keeping within the announced allowable cargo load. If time and circumstances permit, these loads are identified with a Roman numeral for easy reference.

(2) From the basic planning guide, list all equipment, personnel, and cargo to be moved. List this information on the first line.

(3) Select a type load and enter the appropriate number of personnel and items of equipment.

(4) Subtract line 2 from line 1 to keep a running balance of items to be loaded.

(5) Continue to organize type loads until the entire unit is loaded. A sum of the "Number of Aircraft" column gives the total number of aircraft required to lift the unit.

12. **Airmovement Table** (figure 3).

a. Purpose. The airmovement table is prepared jointly by the combat unit and airlift commanders. Included as part of the operation order, it prescribes the allocation of the aircraft to the organization of the Army units to be lifted. It further designates the number and type of aircraft in each serial and specifies the departure site, time of loading, stations and takeoff times, and destination for each serial. It is the most complete time schedule for the airmovement phase of the operation.

b. Explanation of the Airmovement Table.

(1) Heading. This gives the time period of the operation and the time zone of the times appearing in the body of the form.

(2) Columns A through O are self-explanatory.

13. **Airloading Table** (figure 4).

a. Purpose. This format is a data sheet used by Army unit commanders. It may be transmitted to the Air Force commander for information. The table lists the load that goes into each aircraft. Normally, it is completed at company level and forwarded to battalion headquarters. Certain information that goes on it, such as the serial designation and airlift unit, is obtained from the airmovement table.

b. Detailed Explanation of the Airloading Table.

(1) Heading. The headquarters of the unit preparing the format will complete the heading.

(2) Serial number. The same serial number as given in the airmovement table for the unit preparing the format.

(3) Airlift unit. The same as given in the airmovement table.

(4) Chalk number of aircraft. A number is chalked on the aircraft at the departure site for identification purposes. All aircraft in each serial are numbered consecutively. If two or more serials are departing from the same departure site, the chalk numbers will run consecutively from the first aircraft in the first serial to the last aircraft in the last serial.

(5) Ground unit. The same as given in the airmovement table.

(6) Aircraft load. The items of equipment and the number of personnel loaded in the aircraft will be listed in this column.

(7) Remarks. The weight of equipment, personnel, and any notations to be made will be listed in this column.

14. **Passenger Manifest** (figure 5). The passenger (personnel) manifest is a record of each individual on the aircraft by name, rank, and social security number. It is based on the information contained in the airloading table. The senior Army member in each planeload is responsible for the accuracy of the manifest. A separate form is made for each aircraft, and copies normally are distributed as follows:

a. Aircraft commander.

b. Planeload commander.

c. Base operations.

d. Departure airfield control officer.

e. Arrival airfield control group.

15. **Planning Worksheet** (figure 6).

a. Planning worksheets are prepared at company level, as time permits, to facilitate airmovement planning in airmobile operations. This form reflects troops and equipment to be airlifted and the number of spaces required to lift both. The aircraft requirements are determined by totaling the spaces required by the unit and dividing this total by the space capability of the aircraft being used.

b. The planning worksheet is divided into the following parts:

(1) Heading. The heading identifies the unit preparing the form and may also contain information pertaining to the operation itself.

(2) Body. The body is divided into two sections which are the unit identification, personnel, and additional supplies section and the major items of equipment section.

(a) Unit Identification, Personnel, and Additional Supplies Section:

1. Column Number 1. This column is used to identify the unit being transported.

2. Column Number 2. This column is used to identify the number of personnel being transported.

3. Column Numbers 3 and 4. The weight of additional supplies and the number of spaces required to transport these supplies are placed in these columns.

(b) Major items of equipment section:

1. Columns 5 through 7. These columns are used for major items of equipment. Column 5 is used to give the exact description of the major item of equipment being transported. Column 6 is used to give the exact weight of each of the items described in Column 5. Column 7 is used to reflect the exact number of spaces necessary to transport each piece of equipment described in Column 5.

2. Column Number 8. This column reflects the NUMBER of items in Column 5 that are to be airlifted.

3. Column Number 9. This column reflects the total spaces required to transport all of the items described in Column 5.

BP1L03

BASIC PLANNING GUIDE			HEADQUARTERS						OPERATION									
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
ORGANIZATION	PERSONNEL								VEHICLES, EQUIPMENT, AND SUPPLY									REMARKS
	ASSAULT ECHELON				FOLLOWUP ECHELON		REAR ECHELON	INEFFECTIVES	TYPE	ASSAULT ECHELON				FOLLOWUP ECHELON		REAR ECHELON		
	PARACHUTE AIRDROP		AIRLAND							AIRDROP		AIRLAND						
	TOTAL NO	WT	TOTAL NO	WT	TOTAL NO	WT	TOTAL NO	TOTAL NO		NO	WT	NO	WT	NO	WT	NO	WT	
Co A, 1-66			167	40,800	2	480	None	None	¼ T Trk ¾ T Trk ¼ T Tlr ¾ T Tlr 2½ T Trk 1½ T Tlr			2 3 2 3	6,146 22,251 2,130 8,520	1 1	17,880 5,400	None	None	XO & driver w/ 1¼ T Trk and Tlr accompany adv party armorer & Co Clk in followup echelon
Attachments FO Tm, 1-45 FA			3	720					¼ T Trk ¼ T Trk			1 1	3,073 1,065					
107-mm (4.2-in) Mort			2	480					¼ T Trk ¼ T Trk			1 1	3,073 1,065					
AT Sqd			8	1,920					¼ T Trk (TOW) ¼ T Trk (MSL) ¼ T Tlr			2 2 2	6,170 5,642 2,130					
Redeye Tm			2	480					¼ T Trk			1	7,417					
Co Mess Tm					7	1,680			2½ T Trk 1½ T Tlr					1 1	17,880 5,400			Co mess team in followup echelon
Co Aidmen			4	960														
TOTALS			186	44,640	9	2,160						21	68,682	4	46,560			

Figure 1. Basic planning guide.

Appendix 1 (Airmovement Table) to Annex E (Airmovement) to OPLAN ESSEX

Copy No___of___copies
1-66 Inf
Fort Benning, Georgia 31905
051400 Feb 73
EEL

Reference: OPLAN ESSEX

Time Zone Used Throughout the Plan: ZULU

TRANSPORTING UNITS							TRANSPORTED UNITS							
Serial No. A	De-parture B	Chalk No. C	Airlift Unit(s) D	Serial Cdr E	No. & Type Aircraft F	Payload Available G	Employ-ment H	Unit To Be Loaded I	Serial Cdr J	Time Loading Begins (Z) K	Station Time L	Takeoff Time M	Destination DZ/LZ ETA N	Remarks O
1	0255	H-1	61st TASS	COL Canyon	C-141	60,000	Airland	HHC	COL Eagle	0130	0230	0250	LZ W 0502	
"	"	H-2	"	"	"	"	"	"	"	"	"	"	"	
"	"	H-3	"	"	"	"	"	"	"	"	"	"	"	
"	"	H-4	"	"	"	"	"	"	"	"	"	"	"	
"	"	H-5	"	"	"	"	"	"	"	"	"	"	"	
1	0255	A-1	61st TASS	COL Canyon	C-130	35,000	Airland	Co A	COL Eagle	0130	0230	0250	LZ W 0520	
"	"	A-2	"	"	"	"	"	"	"	"	"	"	"	
"	"	A-3	"	"	"	"	"	"	"	"	"	"	"	
"	"	A-4	"	"	"	"	"	"	"	"	"	"	"	
"	"	A-5	"	"	"	"	"	"	"	"	"	"	"	
"	"	A-6	"	"	"	"	"	"	"	"	"	"	"	

Continued

(Classification)

Figure 3. Airmovement table (TM 55-450-15).

AIRLOADING TABLE				HEADQUARTERS: Co A, 1-66 Inf	
Inclosure 1 (Airloading Table) to Appendix 2 (Loading Plan) to Annex E (Air Movement Plan) to OPLAN ESSEX				PLACE: Fort Benning, Georgia	
DEPARTURE AIRFIELD: A-101				DATE:	
LOADING BEGINS 0130Z D+1				STATION TIME: 0235Z D + 1	
SERIAL No.	AF UNIT	ACFT CHALK NR	ARMY UNIT	ASSAULT ACFT LOADED WITH	REMARKS, INCLUDING SP EQUIP NEEDED FOR LOADING AND TOTAL PAYLOAD
1	61st TASS	A -1	A/1-66	29 Personnel 2 ea ¼ T Trk 2 ea ¼ T Tlr	Personnel (9) Co Hq: Cdr, RTO, Comm Ch, Rad Mech, Wireman, Aidman, Arty FO, Recon Sgt, Recon RTO (5) 1st Plt: Plt Ldr, RTO, 81-mm FO & RTO, Aidman (10) 1 Rif Sqd (5) AT gunner, asst gunner, MG gunner, asst MG gunner, ammo bearer Vehicles Co Hq: 1 ea ¼ T Trk w/Tlr Arty FO: 1 ea ¼ T Trk w/Tlr TOTAL PAYLOAD: 15,236 lbs
		A - 2	A/1-66	25 Personnel 1 ea ¼ T Trk w/Tlr 1 ea ¾ T Trk w/Tlr	Personnel (1) 1st Plt: Plt Sgt (20) 2 Rif Sqd (6) Wpn Sqd Ldr, AT gunner, asst gunner, MG gunner, asst gunner, ammo bearer (8) Mort Plt: Plt Ldr, RTO, FDC, 1 81-mm Mort Sqd Vehicles Mort Plt: 1 ea ¼ T Trk w/Tlr 1 ea ¾ T Trk w/Tlr TOTAL PAYLOAD: 22,795 lbs
		A - 3	A/1-66	33 Personnel 2 ea ¾ T Trk 1 ea ¾ T Tlr	Personnel (5) 2d Plt: Plt Ldr, RTO, 81-mm Mort FO & RTO, Aidman (20) 2 Rif Sqd (6) Mort Plt: FDC, 1 81-mm Mort Sqd (2) Redeye Vehicles Mort Plt: 1 ea ¾ T Trk w/Tlr Redeye: 1 ea ¾ T Trk TOTAL PAYLOAD: 25,594 lbs

Figure 4. Airloading table.

PASSENGER MANIFEST	(Check applicable box) NONREVENUE / REVENUE	1. CARRIER MAC	2. AIRCRAFT NO. C—124/0502

3. ORIGIN	4. DESTINATION (Name and location)	5. MANIFEST NO.	6. TRIP NO. AND DATE	7. CABIN ATTENDANT
Pope AFB	Travis AFB	2	4419 1 Jan	

8. MANIFEST

LINE NO.	GRADE OR TITLE A.	U.S. ARMED FORCES PASSENGERS (Name and AFSN or SSAN) U.S. CIVILIANS AND FOREIGN NATIONALS (Name-Last, First, M.I.- and Passport No.) B.	CHECKED BAGGAGE PIECES C.	CHECKED BAGGAGE WEIGHT D.	PASSENGER WEIGHT PLUS CABIN BAGGAGE E.	AUTHORITY AND/OR PRIORITY IDENTIFICATION (HQS., Order No., and Date) F.
1	SSG	DOE, JOHN M 260932563			300	405th TFW
2	MAJ	JONES, FRANK W 732484290			300	405th TFW
3	LTC	ROE, THOMAS T 402079044			285	HQ USSTRICOM
4	SN	SMITH, LLOYD A 322060728			285	AIRANTISUBRON 11
5	SP6	GREEN, ROBERT N 194786112			300	HQ 107 AIRBORNE DIV
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
		TOTALS			1470	TOTAL WEIGHT PASSENGERS AND ALL BAGGAGE 1470

9. ALL PASSENGERS AND BAGGAGE LISTED ON THIS MANIFEST HAVE BEEN LOADED.

DATE	MANIFEST PREPARED BY (Typed name, grade, title)	SIGNATURE OF LOADING SUPERVISOR
1 JAN 68	BROWN, PAUL M., SSG	

10. ALL PASSENGERS AND BAGGAGE LISTED ON THIS MANIFEST HAVE BEEN RECEIVED EXCEPT AS CIRCLED AND NOTED ON REVERSE.

DATE	PRINTED NAME, GRADE OR TITLE OF UNLOADING SUPERVISOR	SIGNATURE

AF FORM APR 68 96 — REPLACES AF FORM 96b, OCT 63, WHICH WILL BE USED UNTIL 30 JUN 69.

Figure 5. Passenger manifest (TM 55-450-15).

PLANNING WORKSHEET		HEADQUARTERS					OPERATION			DATE
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
UNIT	PERSONNEL	ADDITIONAL SUPPLIES		MAJOR ITEMS OF EQUIPMENT					TOTAL SPACES EA UNIT (TOTAL COL 2, 4, 9)	REMARKS
		Weight lbs	Spaces	Item	Weight lbs	Spaces (ea)	Nr of Items	Total Spaces		
B/1-66	185 (Includes attachments)	4566	19	¼-T Trk w/AN/VRC-125	2357	10.0	1	10.0		Wpns Plt Ldr veh. Wt includes radio.
				¼-T Trk w/AN/VRC-47	2408	10.5	2	21.0		Cdr & XO vehs. Wt includes radio.
	Note 1			¼-T Trk w/AN/VRC-46 AN/VRC-125	2462	10.5	1	10.5		Arty FO Tm veh. Wt includes radios.
				¼-T Trk w/AN/VRC-46 AN/VRC-24 & AN/GRC-19	2714	11.5	1	11.5		TACP. Wt includes radios.
				¼-T Trk, Amb	2963	12.5	1	12.5		
				¼-T Trk for TOW	2696	11.5	2	23.0		Wt does not include rifle.
				TOW w/4 Missiles	389	2.0	2	4.0		Wt includes grd mount.
TOTALS	185		19					92.5	296.5	

NOTES:

1. The following personnel were left with the battalion:
   - XO
   - Supply Sergeant
   - Armorer
   - Co Clk
   - Rad Tel Opr
2. 81-mm mortar section will use the XO's vehicle.

$$\frac{\text{ACL}}{240} = \frac{3000}{240} = 12.5 \text{ spaces per helicopter}$$

$$\frac{\text{Total Unit Spaces}}{\text{Spaces/helicopter}} = \frac{296.5}{12.5} = \text{23.9 or 24 UH-1D/H Helicopters to lift B/1-66}$$

Figure 6. Planning worksheet.

LOAD	C-119 *L443 W 110 H 96	C-123 L W H	C-130 L496 W 120 H 109	C-124 L924 W 135 H 139	C-141 L840 W 123 H 109	C-5A L1736 W 228 H 162	CARIBOU CV-2 L345 W 735 H 75	CHINOOK CH-47 L366 W 90 H 78
Parachutists	42	46	64	112	123	**75	24	24
Airlanded Personnel	62	60	92	200	154	***270	32	33
Trk ¼-T	3 Trks	3 Trks	4 Trks	12 Trks	6 Trks	–	1 Trk	2 Trks
Trk ¼-T w/Tlr	2 Trks, 2 Tlrs	3 Trks, 3 Tlrs	3 Trks 3 Tlrs	8 Trks, 8 Tlrs	4 Trks, 3 Tlrs	–	1 Trk, 1 Tlr	2 Trks, 2 Tlrs
Trk ¾-T	2 Trks	2 Trks	2 Trks	4 Trks	4 Trks	–	–	1 Trk
Trk ¾-T wT Tlr	1 Trk, 1 Tlr	1 Trk, 1 Tlr	2 Trks, 2 Tlrs	3 Trks, 3 Tlrs	3 Trks, 2 Tlrs	–	–	1 Trk
Misc ¾-T Loads	1 Trk w/How 105-mm	1 Trk w/How 105-mm	–	–	2 Trks w/How 105-mm	–	–	–
Trk 2½-T w/Tlr	1 Trk, 1 Tlr	1 Trk, 1 Tlr	1 Trk, 1 Tlr	2 Trks, 2 Tlrs	2 Trks, 2 Tlrs	–	–	–
Misc Loads	Combination Not Loadable	Combination Not Loadable	1 Trk 5-T 1 How 155-mm	2 Trks, 2 How 105-mm	2 5-T Trks	–	–	–
	1 How 155-mm	1 How 155-mm	1 Trk 2½-T 1 How 105-mm	1 Trk 5-T 1 How 105-mm	–	–	–	–
	1 AN/GRC-26 (Mod)	1 AN/GRC-26 (Mod)	1 AN/GRC-26 (Mod) 1 Trk ¼-T	1 AN/GRC-26 1 Trk 2½-T	–	–	–	–
	1 Tractor D6	1 Tractor D6	1 Tractor D6	1 Tractor D7 1 Tractor D4	–	–	–	–
	2 AN/GRC-46	2 AN/GRC-46		2 Shop Vans 2 Tlrs 1½-T	–	–	–	–
			8-Inch Howitzer	8-Inch Howitzer	–	–	–	–

*Cargo compartment size in inches.
**Under development, 73 seats available in troop compartment.
***Aft facing paletized seat kit.

Figure 7. Aircraft load summary.

16. **Aircraft Load Summary** (figure 7). List of aircraft/personnel and equipment capabilities.

REFERENCES:

FM 57-1, US Army/US Air Force Doctrine for Airborne Operations, Sep 67 (chap 3, pages 18 thru 26, para 3-1 thru 3-11)
FM 101-10-1, Staff Officers' Field Manual: Organizational, Technical, and Logistical Data, Unclassified Data, Jul 76, C1 (chap 4, sec II, pages 4-4 thru 4-11, para 4-4 thru 4-11)
FM 55-12, Movement of Army Units in Air Force Aircraft, Apr 74
TM 55-450-15, Airmovement of Troops and Equipment (Non-Tactical), Jun 1971

TASK NUMBER: 071-332-5041

REQUEST PREPLANNED CLOSE AIR SUPPORT

CONDITIONS:

During combat operations, CPX or FTX, given a map of the operational area, an overlay with approximately five targets suitable for airstrikes and 15 targets suitable for attack by organic or supporting indirect fires, available fire support (one FA battery, nine 81-mm mortars, four 107-mm (4.2-in) mortars, close air support sorties allotted to parent battalion), unit OPLAN/OPORD, scheme of maneuver, and Joint Tactical Airstrike Request Forms.

STANDARDS:

As a minimum, preplanned close air request must —

1. Be requested only to attack targets that cannot be neutralized or destroyed by organic/supporting indirect fire support or armed helicopters.

2. Be requested within time specified by tactical SOP or OPLAN/OPORD.

3. Include requester's identification, request type, priority, target time, target location, target description, and final control.

PERFORMANCE MEASURES:

1. **Preplanned missions.** These are missions for which the target has been selected in advance, allowing complete planning and preparation prior to execution. The preplanned mission can be integrated into the fire support plan and can be scheduled for timely execution which will best support a given operation.

a. Close Air Support Targets. Close air support target selection is oriented towards short-range and relatively impromptu operations. The targets are developed during the course of battle and selected for attack within 24 hours. The variety of close air support targets is infinite, and the effectiveness with which tactical air can strike them is contingent upon several variables, including the target composition and disposition, weather, weapons, time available, and proximity to friendly forces.

b. Targer Selection.

(1) The general principle is to select those targets for preplanned airstrikes which are beyond the reasonable capability of available ground force weapons.

(2) In determining whether ground targets are suitable for preplanned air attack, certain factors must be considered:

(a) Capabilities of organic weapons. Ground targets are normally engaged at the lowest echelon having weapons available which can achieve effective results. Therefore, commanders at each echelon must consider the capability of organic, attached and supporting weapons available to them prior to requesting close air support. There must be good reasons for not using available weapons such as armed helicopters, artillery, mortars, and rockets to achieve the desired result on the target.

(b) Armament capabilities. Armament capability of close air support is varied (napalm, rockets, SMART bombs) and its effectiveness would depend on the tactical conditions and nature of the target. In considering the use of close air support, the ground commander takes into account the type of armament usually carried by such aircraft and the suitability of its employment for the task involved. The ground commander need not specify the armament to be employed. However, a detailed target description, location of friendly forces, and results desired are necessary for proper evaluation by higher echelons and determination by the Air Force as to the actual armament load to be used.

(c) Time. Time is an important factor with respect to urgency of the desired results. Considering the time it could reasonably be expected to take to get an airstrike on a target, the ground commander must determine if his mission, the tactical situation, and the nature of the target warrants accepting the delay. Even when other conditions may indicate the suitability of an airstrike, the factor of time may preclude its use and dictate employment of other means.

2. **Processing tactical air support requests.**

a. Requests. Preplanned close air support requests are forwarded through Army channels, moving progressively upward through each level until they reach the senior tactical operations center (TOC). These are then passed to the tactical air control center (TACC) as an Army requirement for fulfillment (figure 1).

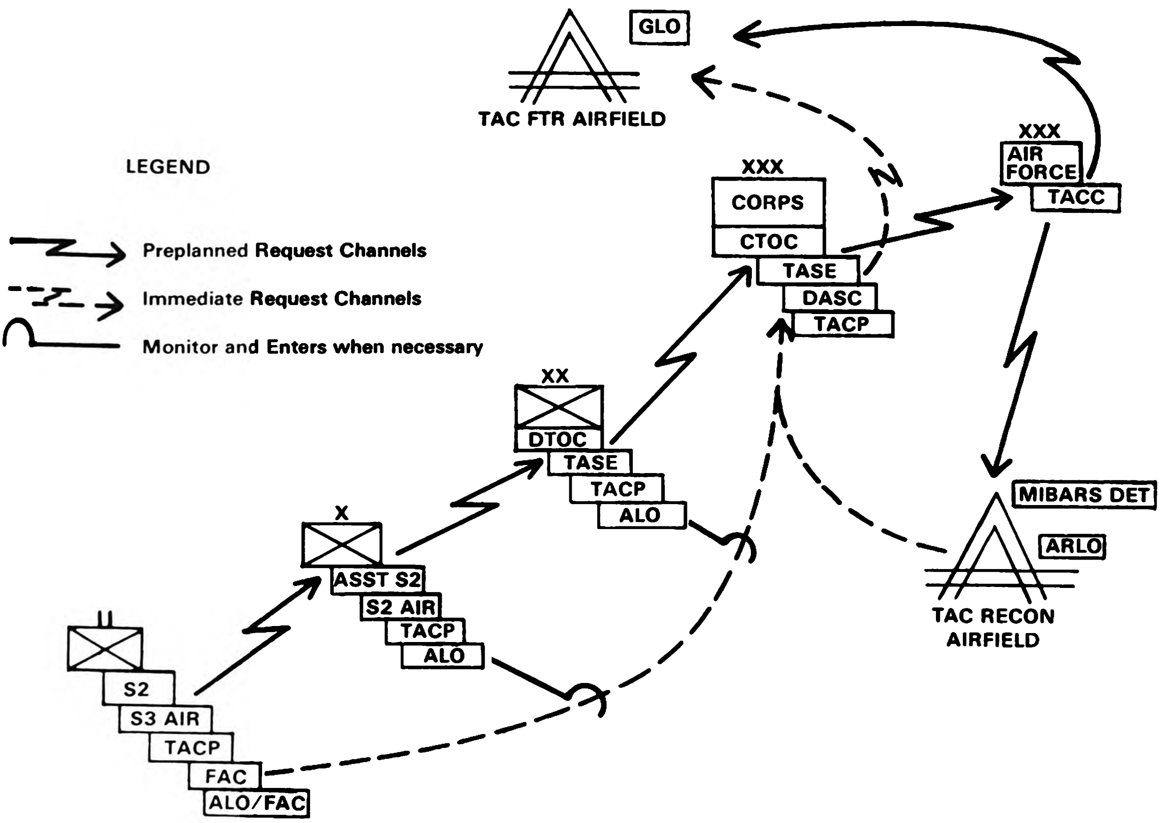


Figure 1. Air-ground operations.

b. Fire Support Coordination. To insure coordination of all means of fire support, requests for preplanned air support are closely coordinated with the fire support coordinator or fire support coordination element at each level of command.

c. Essential Elements of a Close Air Support Request. A preplanned request for close air support contains sufficient detail to permit each Army echelon concerned to determine the suitability of air or select other means to be employed. As a minimum, it includes:

(1) Requester's identification/request number.

(2) Request type and priority.

(3) Target type.

(4) Target location.

(5) Target time.

(6) Final control.

3. **Request forms.** Request forms for close air support may vary from command to command, but the essential information contained remains unchanged (figure 2). Each block is numbered for ease of transmission.

SECTION I - (MISSION REQUEST)

Title and Element(s)		Explanation
Line 1.	Unit called (Identifier)	1. Identifies the unit called by unit designation/call sign/preassigned number.
	This is (Identifier)	Identifies the request originator by unit designation/call sign/preassigned number.
	Request number	Indicates the originator's request number in series.
	Sent	Indicates the time and the individual who transmitted the request.
Line 2.		2.
	A. Precedence	A. For preplanned requests, indicates the requester's assignment relative to his other requests stated numerically in descending order of importance.
	B & C	B & C. Use numerical designation below to define the tactical situation for prelanned (B) or immediate (C) request.

Priority -- It is the responsibility of the requester to establish the priority. The categories of mission priority are:

Priority No.	Priority	Definition
1	Emergency	Targets which require immediate action and precedence over all other categories of mission priority.
2	Priority	Targets which require immediate action and take precedence over routine targets.
3	Routine	Targets of opportunity, targets which do not demand urgency in execution.

	Received	Indicates the time and the individual who received the request.
Line 3.	Target is/Number of	3. Describes the type, approximate size, and mobility of the target to be attacked.
Line 4.	Target Location is	4. Locates the target by using the military grid reference system prescribed for the area concerned.
	A. Coordinates	A. Locates a point target or starting point.
	B. Coordinates	B. When used in conjunction with A, provides from ______ to ______ coordinates.
	C. Coordinates	C. When used in conjunction with A and B, provides a route.
	D. Coordinates	D. When used in conjunction with A through C, provides a route or describes a target area.
	E. Target Elevation	E. Target elevation in feet above sea level.
	F. Sheet No. ______	F. Self-explanatory.

Figure 2. Instructions for the use of the Joint Tactical Air Strike Request Form.

Line and Element(s)	Explanation
G. Series ______	G. Self-explanatory
H. Chart No.	H. Self-explanatory
Checked	Indicates with whom target information has been cross-checked.
Line 5. Target Time/Date	5. Indicates the time/date when the airstrike is requested.
A. ASAP	A. As soon as possible.
B. NLT	B. The target is to be attacked before, but not later than the time indicated.
C. At	C. Indicates time at which target is to be attacked.
D. To	D. Denotes a period of time in which support such as airborne alert or column cover is required. When used with item C, use of item B is unnecessary.
Line 6. Desired Ordnance/results	6. Indicates the requester's desired ordnance airstrike results.
A. Ordnance	A. Self-explanatory
B. Destroy	B. Self-explanatory
C. Neutralize	C. Self-explanatory
D. Harass/Interdict	D. Self-explanatory
Line 7. Final Control	7. Identifies the final controller (FAC, radar beacon FAC (RABFAC), TAC(A), ASRT) who will conduct the attack briefing and control the release of ordnance.
A. FAC, TAC(A)	A. Self-explanatory
B. Callsign	B. Self-explanatory
C. Freq--Pri/Sec	C. Self-explanatory
D. ASRT/RABFAC	D. Self-explanatory
E. Freq--Pri/Sec	E. Self-explanatory
F. Fix/Con Pt	F. Military grid coordinates or navigational aid fix of a control point which is the farthest limit of an attack aircraft's route of flight prior to control by the final controller.
Line 8. Remarks	8. Allows for the incorporation of other essential information not provided for in the request format.
Acknowledged Bde/Regt Division Other	Acknowledge indicates that the request has been copied for concurrence at brigade/regiment, division, and higher echelon. (Applies only to requests by ground forces.)

NOTE: This block may not apply to air interdiction missions.

Figure 2. Continued.

SECTION II (COORDINATION)

Title and Element(s)	Explanation
Line 9. NGF	9. Naval gunfire coordination
Line 10. ARTY	10. Artillery coordination
Line 11. AIO/G-2/G-3	11. Air Intelligence Officer, G2, G3, or other service equivalent coordination.
Line 12. Request A. Approved B. Disapproved	12. Indicates the approval or disapproval of the request.
Line 13. By	13. Indicates the individual who approved or disapproved the request.
Line 14. Reason for disapproval	14. Self-explanatory
Line 15. Restrictive Fire/Air Plan A. Is not B. Number	15. Safety measures for friendly aircraft. The restrictive fire plan establishes airspace that is reasonably safe from friendly, surface-delivered, nonnuclear fires. The restrictive air plan provides a warning to aircraft of the parameters of surface-delivered fire in a specific area. A plan number is issued, as appropriate. The plan should be identified as "Fire" or "Air."
Line 16. Is in Effect A. From time B. To time	16. Establishes the time period that the applicable plan will be in effect.
Line 17. Location A. From--coordinates B. To--coordinates	A. Military grid coordinates, by bearing and distances, of a known navigation aid.

Line 18. Width (meters)--from either side of the centerline defined by the above coordinates. (May not apply to the restrictive air plan.)

Line 19. Altitude/VERTEX (use subitem A for VERTEX only entry)	
A. Maximum/VERTEX B. Minimum	Given in mean sea level (MSL) altitude; altitude above sea level.

Figure 2. Continued.

SECTION III (MISSION DATA)

Title and Element(s)		Explanation
Line 20.	Mission Number	20. Indicates mission number
Line 21.	Callsign	21. Flight callsign of mission aircraft
Line 22.	No. and Type Aircraft	22. Self-explanatory
Line 23.	Ordnance	23. Type of ordnance either by code number or actual nomenclature
Line 24.	Est/Act Takeoff	24. Estimated or actual time the mission aircraft will take off.
Line 25.	Est TOT	25. Estimate time on target
Line 26.	Con Pt/RDNVS (Coord/ NAVAID FIX)	26. The farthest limit of the attack aircraft's route of flight prior to control by the final controller. It should be the same as Line 7, Item F, when designated in the request.
Line 27.	Initial Contact	27. Indicates the initial control agency the flight is to contact.
Line 28.	FAC/ASRT/TAC(A) Callsign Freq	28. Callsign of final control agency and frequency.
Line 29.	Restrictive Fire/Air Plan--see 15-19	29. Refer to Blocks 15 through 19 for this data.
Line 30.	Tgt Description	30. Self-explanatory
Line 31.	Tgt Coord/Elev	31. Self-explanatory

NOTE: Section III mission data information transmitted to the requesting agency may be limited to those items not included in the request.

Figure 2. Continued.

4. **The air fire plan.**

a. Details of close air support may be disseminated by the following means:

(1) Oral instructions.

(2) The Fire Support Annex to an operation order.

(3) The Air Fire Support Appendix to a Fire Support Annex.

b. The demands of each particular situation and the amount of detail of air support matters will be determining factors in the selection of the medium to be used.

JOINT TACTICAL AIR STRIKE REQUEST

SECTION I - MISSION REQUEST | DATE

1. UNIT CALLED | THIS IS | REQUEST NUMBER | SENT: TIME / BY

2 PREPLANNED: A PRECEDENCE ______ B PRIORITY ______ | RECEIVED: TIME / BY
IMMEDIATE: C PRIORITY ______

3 TARGET IS NUMBER OF
A PERS IN OPEN ______ B PERS DUG IN ______ C WPNS MG RR AT ______ D MORTARS ARTY ______
E AAA ADA ______ F RKTS MISSILE ______ G ARMOR ______ H VEHICLES ______
I BLDGS ______ J BRIDGES ______ K PILLBOX BUNKERS ______ L SUPPLIES EQUIP ______
M CENTER (CP COM) ______ N AREA ______ O ROUTE ______ P MOVING N E S W ______
Q REMARKS ______

4 TARGET LOCATION IS | CHECKED BY
A ______ (COORDINATES) B ______ (COORDINATES) C ______ (COORDINATES) D ______ (COORDINATES)
E TGT ELEV ______ F SHEET NO ______ G SERIES ______ H CHART NO ______

5 TARGET TIME DATE
A ASAP ______ B NLT ______ C AT ______ D TO ______

6 DESIRED ORD RESULTS
B DESTROY ______ A ORDNANCE ______
C NEUTRALIZE ______ C HARASS INTERDICT ______

7 FINAL CONTROL
A FAC RABFAC ______ B CALL SIGN ______ C FREQ ______
D ASRT ______ E •FREQ ______ F FIX CONT PT ______

8 REMARKS

ACKNOWLEDGED: BDE REGT / DIVISION / OTHER

SECTION II - COORDINATION

9 NGF | 10 ARTY | 11 AIO G-2 G-3

12 REQUEST ☐ APPROVED ☐ DISAPPROVED | 13 BY | 14 REASON FOR DISAPPROVAL

15. RESTRICTIVE FIRE AIR PLAN A IS NOT B NUMBER | 16. IS IN EFFECT A (FROM TIME) ______ B (TO TIME) ______

17 LOCATION A ______ (FROM COORDINATES) B ______ (TO COORDINATES) | 18. WIDTH (METERS) | 19 ALTITUDE VERTEX A ______ (MAXIMUM VERTEX) B ______ (MINIMUM)

SECTION III MISSION DATA

20 MISSION NUMBER | 21 CALL SIGN | 22 NO AND TYPE AIRCRAFT | 23 ORDNANCE

24. EST ACT TAKEOFF | 25 EST TOT | 26 CONT PT RDNVS (COORD NAVAID FIX) | 27 INITIAL CONTACT

28 FAC ASRT TAC (A) CALL SIGN FREQ | 29 RESTRICTIVE FIRE AIR PLAN SEE 15-19 | 30 TGT DESCRIPTION | •31 TGT COORD ELEV

32.

ACKNOWLEDGED: TUOC / CRC / TACP / ASRT

TRANSMIT AS APPROPRIATE

Figure 2. Continued.

REFERENCES:

FM 100-26, The Air-Ground Operations System, Mar 73 (chap 4, pages 4-2 thru 4-4, para 4-5)

TASK NUMBER: 071-332-5042

RELAY REQUEST FOR IMMEDIATE CLOSE AIR SUPPORT

CONDITIONS:

During combat operations, command post exercise (CPX) or field training exercise (FTX), given a radio request for immediate close air support (CAS) from subordinate element, Joint Tactical Air Strike Request Form, map/overlay of subordinate units' locations, and parent unit SOP for air-ground operations.

STANDARDS:

As a minimum, you must within 2 minutes:

1. Verify correct locations of target and friendly elements.

2. Channel request through battalion air liaison officer (ALO)/forward air controller (FAC) within the tactical air control party (TACP).

PERFORMANCE MEASURES:

1. **Immediate close air support requests.** Immediate CAS missions are flown from sorties set aside from the daily allocation for this purpose or, if these are exhausted, by diverting preplanned sorties. They are used against targets of opportunity, targets that rapidly develop as a result of the ground commander's action, and in operations where targets are not identified in time to permit detailed planning.

2. **Immediate close air support channels** (figure 1). Immediate CAS generated at platoon and company level are forwarded to the battalion command post (CP) via Army communications.

a. The requests are validated at this level by the battalion commander, S3 or S3 Air, and handed over to the battalion ALO/FAC within the TACP.

b. The ALO/FAC submits the requests directly to the direct air support center (DASC) over the Air Force-operated immediate air request net.

c. The TACP at higher echelon monitors and acknowledges having received these transmissions and coordinates the request with the Army S3/G3 Air at that level. If the Army echelon above the initiating level has organic firepower (i.e., artillery, missiles), which will do the job or desires to disapprove the request for other reasons, the ALO with the headquarters

disapproving the request will notify the DASC to cancel the mission. Normally, disapproval should be voiced within 5 minutes after acknowledgement of receipt; silence normally means approval. Also, the initiating unit will be notified how the mission is to be handled.

d. During the time that the tactical air support elements are researching their own capabilities, the DASC personnel are simultaneously preparing the mission data and performing the planning necessary to engage the target as soon as possible.

e. The DASC immediately scrambles the aircraft from ground alert or diverts air alert or preplanned air through the use of the control of reporting post (CRP).

f. The DASC then calls the TACP of the requesting unit and gives them the number of aircraft, their callsigns, ordnance load (if appropriate), and the time on target that can be expected for their final control by the FAC.

g. If the desired effect on the target is not achieved by diverted ordnance, the originator must resubmit the request.

3. **Marking of friendly positions.** It is important to identify friendly positions for safety reasons and as another means of referencing the target location. Covert means should be employed whenever practical.

4. **Direction of delivery.** The direction of delivery is an important consideration. Whenever possible, the fighters should attack parallel to the front of friendly troops to enhance safety. Weather, terrain features, or enemy defenses could make this impossible or unwise. In this case, friendly troops should be more concerned about marking their positions, protective cover, and increasing safe separation distances.

5. **Request forms for immediate CAS are the same forms used for preplanned CAS.** See figure 2, task: **Plan/request preplanned close air support.**

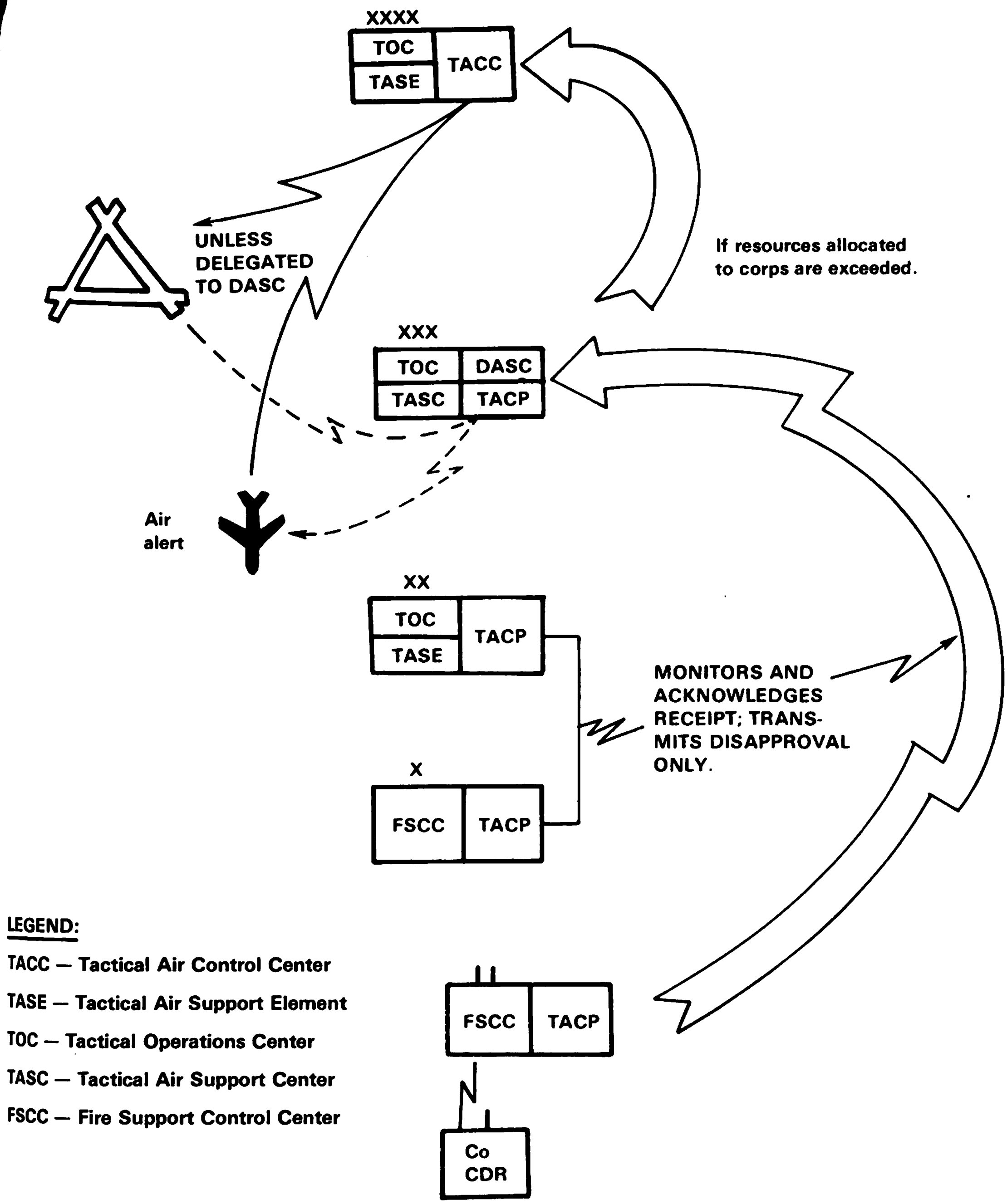


Figure 1. Immediate close air support request channels.

REFERENCES:

FM 100-26, The Air-Ground Operations System, Mar 73 (chap 4, page 4-1 thru 4-6, para 4-1 thru 4-5)

TASK NUMBER: 071-332-5080

PLAN/PREPARE FOR CONFERENCE

CONDITIONS:

Given the commander's and/or operations officer's guidance, a list of persons to attend the conference, when and where the conference will be held, applicable reference materials, authority to coordinate for use of buildings or rooms, and a requirement to plan or prepare for a conference.

STANDARDS:

As a minimum, insure that:

1. Participants have ample notification.

2. An agenda is prepared and circulated to all participants, if applicable.

3. Physical facilities are appropriate and suitable.

PERFORMANCE MEASURES:

1. GENERAL.

a. Commanders and staff officers inevitably find that participation in conferences is a frequent requirement. Conferences often replace visits and correspondence as means of securing coordination because the conference —

(1) Is more likely to produce timely and sound results, when time is short, than will visits and correspondence between widely separated headquarters.

(2) Usually achieves more thorough coordination because all the facts and the experts to interpret these facts are brought together at one time. Normally, the majority of conflicts can be fully resolved, and complete understanding of the procedures developed can be imparted to all agencies represented at the conference.

(3) Offers the surest method of working out, within the time available, procedures that will produce complete cooperation among the divergent interests of commands.

b. Commanders and staff officers (or their representatives) must have a thorough knowledge of the techniques of conducting and participating in conferences.

c. A commander's conference is a meeting of commanders (or their representatives). A staff conference is a meeting of staff officers, normally principal staff officers (or their representatives), either of one headquarters or of several headquarters. Other elements of the staff may be present at either a commander's conference or a staff conference, as required.

2. **PURPOSES.** Conferences are called for specific purposes, including determination and evaluation of facts; exchange of information and ideas; coordination of actions, including arrival at the best possible decision or reaching agreement in a particular area; problem solution; policy formulation; and instruction or advice.

3. **TYPES OF CONFERENCES.** The types of conferences in which a commander and his staff frequently participate are listed below. Participation varies with the conference purpose and includes representation from all interested agencies.

a. Command.

b. Staff.

c. Planning.

d. Training.

e. Committee.

f. Interview.

g. Multipurpose conference involving more than one of the above.

4. **PREPARATION FOR THE CONFERENCE.** Once the decision is made to conduct a conference, a conference planning checklist is prepared. The checklist assists the conference planner by insuring that he understands the exact purpose of the conference.

a. Participants. Each person scheduled to attend the conference should be notified far enough in advance to allow each person to respond as to whether or not they will attend. Prior to the actual conduct of the conference, the commander should be made aware of the nonattendees.

b. Agenda. The conference agenda, prepared and circulated before the conference, is the principal means by which the efforts of the conference are organized toward a common objective. The simplest form of agenda is a memorandum to the prospective participants covering the date, time and place of the conference, and a list of the items to be discussed. A complete and carefully prepared agenda includes:

(1) An accurate statement of each point to be discussed, noting area of possible conflict of views and points on which agreement is desired.

(2) All available material or information that may assist the conferees in preparing themselves for the conference.

(3) Designated individuals from whom special information will be requested at the conference.

c. Facilities and Materials. Insure that the room(s) or building that is provided for the conference is appropriate for the kind of conference to be held. The following is a checklist of the considerations, equipment, and facilities that may be required, based on the type of conference.

(1) Chairs, tables, and podium.

(2) Correct seating arrangement.

(3) Projection equipment.

(4) Access rosters.

(5) Verification of security clearances.

(6) Signs posted on the door(s).

(7) Guards posted.

(8) Recorder, if applicable.

(9) Chalkboards and accessories.

(10) Refreshments.

(11) Paper and pencils for participants.

(12) Billeting and transportation if attendees are from out of town.

d. After-Action Report. Make plans for the preparation and use of a final report on the conference.

REFERENCES:

FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (app I, page I-6 thru I-8, para I-7 thru I-14)

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 071-332-5081

PLAN/COORDINATE CEREMONIES

CONDITIONS:

As an operations sergeant, tasked with the requirement to plan for a particular ceremonial activity, given commander's and/or operations officer's guidance as to the type, date, time, and location of activity.

STANDARDS:

1. Identify types of ceremonies.

2. Determine support requirements IAW type ceremony.

3. List requirements and responsibilities for the type ceremony being conducted.

4. Coordinate requirements with other staff sections.

PERFORMANCE MEASURES:

1. **GENERAL.**

a. A review is a military ceremony designed to —

(1) Honor a visiting higher commander, official, or dignitary.

(2) Permit a higher commander, official, or dignitary to observe the state of training of a command.

(3) Present decorations and awards.

(4) Honor or recognize unit or individual achievements.

b. A review normally is conducted with a battalion or larger troop unit; however, a composite or representative element consisting of two or more platoons may serve the same purposes. A review consists of the following steps in the sequence indicated:

(1) Formation of Troops.

(2) Presentation and Honors.

(3) Inspection.

(4) Honors to the Nation.

(5) Remarks.

(6) March in Review.

(7) Conclusion.

NOTE: The inspection stage may be omitted for decorations, awards, or individual recognition ceremonies.

c. Other ceremonial activities, or combinations thereof, which may be incorporated within the framework of a review are:

(1) Decorations, awards, and individual retirement.

(2) Change of command, activation, or inactivation of units.

(3) Retreat.

(4) Retreat with decorations, awards, and retirement.

(5) Retreat with change of command, activation, or inactivation of units.

2. **PLANNING CEREMONIES.**

a. From time to time, your unit will be required to arrange ceremonies or participate in ceremonies arranged at a higher level. As an operations sergeant, it is your responsibility to know how to assist in arranging a ceremony. Preparation for a ceremony requires careful attention to detail. The usual requirements for various kinds of ceremonies are:

(1) Identify type of ceremony required. The types of ceremonies are discussed in paragraph 1. The operations officer will inform you of the type of ceremony and the commander's desire concerning the ceremony.

(2) Determine support requirements. The second step is to determine support requirements for the ceremony and to identify the unit or person to whom responsibility for providing the requirement is normally assigned.

(a) Use unit letters of instruction (LOIs) for previous ceremonies as a guide.

(b) Use local directives.

(3) List requirements and responsibilities.

(a) The operations officer is responsible for preparing an LOI concerning a ceremony. The operations sergeant assists or when required prepares this letter.

(b) The purpose of the LOI is to inform all concerned as to details of the ceremony and their roles in planning, preparing, conducting, participating in, and cleaning up after the ceremony. The example in figure 1 is one listing of an LOI. It has all the usual parts. Yours could have more paragraphs or subparagraphs, and paragraphs 3 through 9 could be in a different order; but you should have all the parts listed in the example.

b. Below is a checklist that you can use to provide yourself with a quick check on the completeness of support requirements. Read it over. You will

find it useful to make sure you haven't left out requirements. You can alter the checklist to conform to your local directives, if required.

REVIEW/PARADE REQUIREMENTS CHECKLIST

S3/G3 STAFF:

__________ Band (coordination)

__________ Coordinates entire ceremony when it is at battalion level

__________ Diagram of troop formation and description of order of march

__________ Field marking and policing

__________ Flags (coordination with generals' aids, protocol officer only)

__________ Letter of instruction (LOI)

__________ Rehearsals (planning, coordinating, timing of events)

__________ Sequence of events (goes in LOI)

__________ Uniforms to be worn (specification)

__________ One officer to march in staff

__________ Aircraft coordination for flyover, if required

__________ Site selection and reservation

__________ Weapons specification

COMMAND SECTION:

__________ Commander of troops and staff

__________ Command sergeant major

__________ Color guards and bearers

__________ Rifles for Color Guard

S1/G1 STAFF:

__________ Awards, citations, decorations

__________ Invitations

__________ Parking

__________ Narrator

__________ Publicity

__________ Seating plan

__________ Security

__________ Ushers

__________ Officer to march in staff

__________ Ambulance

__________ Medic

S2/G2 STAFF:

__________ Officer to march in staff

S4/G4 STAFF:

__________ Chairs

__________ Flags, pickup and delivery

__________ Refreshments, including cook, tent, tables, serving personnel, utensils

__________ Reviewing stand, if not permanent

DIVISION ARTILLERY:

__________ Salute battery, if required

C/E OFFICER:

__________ Communications with vehicles, aircraft

__________ Lighting

__________ Public address system

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INFANTRY SCHOOL
FORT BENNING, GEORGIA 31905

IN REPLY REFER TO

ATSH-I-V-IT Date

SUBJECT: Letter of Instruction (LOI) Unit Honor Ceremony
DATE, MONTH, YEAR

SEE DISTRIBUTION

1. References:
   - references to FMs, ARs, etc., concerning ceremonies.
   - references to previous correspondence concerning this ceremony.
2. Main topic — who, type ceremony, date, time, place.
3. Reviewing officer(s), Commander of Troops.
4. Requirements and Responsibilities.
5. Practices and Rehearsals.
6. Transportation.
7. Uniforms, weapons.
8. Troop formation.
9. General coordinating instructions.

FOR THE COMMANDER:

WALTER WEST
CPT, IN
Adjutant

2 Incl
1. Diagram of Troops
2: Sequence of Events

DISTRIBUTION: E

Figure 1.

REFERENCES:

FM 22-5, Drill and Ceremonies, Nov 71 w/C1, 2 (chap 9, pages 59 thru 69, para 105 and 106)

TASK NUMBER: 071-332-5082

MANAGE TRAINING AREAS, FACILITIES, AND MATERIALS

CONDITIONS:

As an operations sergeant, given a special situation which includes a period of unit training, a training area with facilities and materials, publications that correspond with the type of training to be conducted, and local SOP.

STANDARDS:

1. Insure training area and facilities are scheduled with controlling organization IAW local SOP (may be informal or formal request, depending upon SOP).

2. Insure two or more subordinate units are not scheduled for the same area/facility unless that area/facility can support desired training.

3. Insure you have the latest information, and materials selected are suitable for training being conducted.

PERFORMANCE MEASURES:

1. Scheduling the use of training areas and facilities with the controlling organization is outlined in local SOPs. However, strict attention should be given to the time of scheduling so no training areas or facilities go idle; this could cause an impairment of the training mission.

2. The awareness of the training environments available to you will reduce the probability of scheduling two or more units on the same site simultaneously, and will aid in getting the maximum efficiency from them by using the I-G-L-M model — institution (I), garrison (G), local training (L), and major training area (M).

a. Institution (I). Although this term is normally associated with service schools and training centers, you have access to facilities which are institutional in nature. The division schools, such as the NCO Academy (especially PNCOC and BNCOC), NBC courses, maintenance courses, and electronic warfare courses are examples. All these are a part of your training resources, and their use should be managed as an integral part of the unit's training program.

b. Garrison (G). The classrooms, learning centers, dayrooms, motor pools, and parade fields in your unit area are useful facilities for individual and team training. This is the area in which soldiers will spend most of their

training year. Make maximum use of these facilities when the training mission calls for their use, or when local or major training areas are not available.

c. Local Training Area (L). Usually, these will be available close to garrison where you can conduct limited maneuver and subcaliber or mini-range firing. These areas, because of their proximity to the garrison, even if small, can be very important in equipment-oriented tactical training (e.g., dry runs of tank tables VIII, IX, and X) and in the individual training of leaders (e.g., TEWT). These can also be used for the growing number of engagement simulation techniques such as SCOPES and REALTRAIN, and for weapons simulators such as laser devices. You should be thoroughly familiar with what is available in the local training area, and take any opportunity to improve the facilities or adapt them to your training needs.

d. Major Training Area (M). Opportunities will be relatively rare when the unit can train in an area where it can deploy and operate as it would in combat. During a subordinate unit's prime time training period, if a major training area is available, insure that subordinate unit trainers utilize the area. Such areas provide a unit the opportunity to move, shoot, and communicate as a team. As training manager, insure that when a major training area is available, all conflicting demands for facilities and equipment are minimized. Movement of units to and from the major training area should be well planned and coordinated. In fact, such moves should be viewed as good training evaluation tools in themselves. Unit training in the major training area must be arranged to gain the maximum training benefit from this opportunity. Allocate time, ranges, and training to units, so that the trainers can conduct decentralized training.

3. Training Publications and Materials.

a. Review reference materials to insure you have the latest information, and to help you plan. These materials include:

(1) Field Manuals (FM).

(2) Training Circulars (TC).

(3) Army Regulations (AR).

(4) Army Training and Evaluation Programs (ARTEP).

(5) Soldier's Manuals (SM).

(6) Technical Manuals (TM).

(7) Service School Extension Training Materials.

(8) Command Publications.

(9) Training Aids.

(10) Training Devices and Training Extension Courses (TEC).

b. DA Pam 310-series. To help you find out what materials are available on a particular subject, the DA Pamphlet 310 series is a good starting point:

(1) DA Pam 310-1. DA Pam 310-1 is a listing of all DA regulations, circulars, and pamphlets, including those on training.

(2) DA Pam 310-3. Probably the most helpful index for training is DA Pam 310-3. It contains a listing of most of the current training literature (e.g., FMs, TCs, and ARTEPs).

(3) DA Pam 310-4. If your subject is maintenance, DA Pam 310-4 lists technical manuals, supply bulletins, and technical bulletins. All the pamphlets have an alphabetical index in the back to assist you in locating what you need.

(4) DA Pam 310-12 — an index and description of Army devices.

(5) DA Pam 108-1 — an index of Army motion pictures and related audiovisual aids. Training devices, movies, and graphic training aids (GTA) can be a big help in making training interesting and effective.

c. New Training Publications. All service schools have increased their efforts to produce improved training literature and materials to provide greater assistance to trainers and training managers in the field. Some publications may be so new that they are not yet included in DA Pam 310-3. New families of training literature are being developed and field tested. These include:

(1) ARTEPs. ARTEPs are specifically designed for Active Army and Reserve Component training in today's training environment. They set forth the collective performances for crew/squad through the battalion, separate company echelons, and more important, the minimum acceptable standards of performance these elements must meet.

(2) Soldier's Manuals. Soldier's Manuals provide the basis for individual training and evaluation. Each manual specifies by MOS, skill level, and duty position the critical combat performances each soldier is expected to master.

(3) TEC. Training extension course lessons are instructional material designed to enhance individual training and evaluation in units. TEC uses a variety of presentation media, including audiovisual, audio only, audio and workbook, programmed texts, and illustrated "job aids."

REFERENCES:

FM 21-6, How to Prepare and Conduct Military Training, Nov 75, (app A, pages 77 thru 85)
TC 21-5-7, Training Management in Battalions, Jan 77 (chap 2, pages 48 thru 53)

CHAPTER 3

SENIOR INFANTRY SERGEANT

SECTION III

INTELLIGENCE SERGEANT DUTY POSITION

TASK SUMMARY

TASK NUMBER: 301-336-5512

PREPARE INTELLIGENCE PORTION OF OPERATION ORDER

CONDITIONS:

During combat operations, CPX, FTX, or peacetime contingency, given commander/S2 guidance (to include time available for preparation), No. 2 pencil, paper, and the following S2 reference materials: spot reports, intelligence report, S2 workbook, S2 situation map, journal, and FM 101-5.

STANDARDS:

Information in paragraph 1a of an operation order or plan must be listed in the sequence shown in paragraph 1 of the performance measures.

PERFORMANCE MEASURES:

1. Intelligence on enemy forces is given in paragraph 1a of the operation order or plan. Intelligence contained in this paragraph may be supplemented by referring to a published intelligence annex or to an intelligence summary. If an annex or summary has already been issued and remains current, then this paragraph may consist only of a reference to these documents.

a. Preparation of the operation order is the responsibility of the S3. The S2's contribution to the order should be submitted to the S3 in a form that requires no further editing. Using the prescribed format facilitates including this material in the appropriate paragraphs of the order. Information in paragraph 1a must be listed in a definite sequence as follows:

* * * * * *

1. SITUATION

a. Enemy Forces:

(1) Items pertaining to the enemy situation (e.g., disposition, composition, strength, morale, and status of supply).

(2) Enemy capabilities.

(3) Enemy's most probable course(s) of action.

* * * * * *

b. Paragraph 1a is a means of disseminating intelligence to subordinate units. During the preparation of paragraph 1a, when

applicable, the S2 should prepare the intelligence portion of the final subparagraph of paragraph 3. The final subparagraph of paragraph 3 is entitled "Coordinating Instructions." This contains tactical instructions and details of coordination (other than signal items) applicable to two or more elements of the command. Coordinating instructions may include these items for the S2:

(1) Essential elements of information (EEI) (brigade and higher levels) or specific orders for information (normally battalion and lower levels) of an intelligence nature.

NOTE: The order is only one method the S2 uses to disseminate EEI (brigade and higher) or orders for information (battalion). Absence of these items in the order does not mean the S2 is not disseminating this information.

(2) Any counterintelligence measures not a matter of SOP (except signal counterintelligence).

2. Figure 1 is an example of the type of information included in paragraph 1a and the coordinating instructions subparagraph of paragraph 3.

(Classification)

1. SITUATION

a. Enemy Forces:

(1) 105th Mech Regt now unlocated. Units in zone estimated 70% strength. Morale is poor. Enemy is believed short of nuclear warheads.

(2) Enemy capable of conducting local counterattacks anywhere in zone with units up to company size.

(3) Indications are that enemy will delay in present and successive positions.

* * * * * * * *

2. MISSION (omitted in this example)

3. EXECUTION

* * * * * * * *

Coordinating Instructions:

(1) Each forward company occupy COP with maximum of one reinforced platoon.

(2) Annex B (Counterattack Plan (GOLD)).

(3) On order, Co B attach one platoon to Co C (-) to assist in containing possible penetrations.

(4) Orders and requests for information.

(a) Report as obtained by location, number and type, any enemy crew-served weapons on or near the east bank of the SEINE River.

(b) Report as observed the movement of enemy units by direction and time of starting movement.

(c) Report as observed the occupation of presently unoccupied positions within zone.

(5) Counterintelligence measures: Reconnaissance of crossing sites only as authorized.

(Classification)

Figure 1.

REFERENCES:

FM 30-5, Combat Intelligence, Oct 73 (chap 3, page 3-5 and 3-6, para 3-10 thru 3-13)
FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (page F-4 thru F-6)

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 301-336-5208

PREPARE INTELLIGENCE ANNEX TO OPERATION ORDER

CONDITIONS:

As an intelligence sergeant, during CPX, FTX, or peacetime contingency, given the following information from the S2 files:

1. Summary of enemy situation.
2. List of intelligence requirements (essential elements of information (EEI) and other intelligence requirements (OIR)).
3. List of acquisition tasks.
4. List of measures for handling captured persons, documents, and material.
5. List of required maps and aerial reconnaissance photographs.
6. List of counterintelligence measures.
7. List of reports to be distributed.
8. List of required reports.

STANDARDS:

The intelligence annex must:

1. Contain the required information in the format prescribed in FM 30-5, appendix N, and in FM 101-5, appendix F, page 58 through 62.
2. Be reviewed to insure that it is free of clerical errors.
3. Be submitted to the S2 for review/approval.
4. Be distributed in accordance with the unit SOP.

PERFORMANCE MEASURES:

1. INTELLIGENCE ANNEX.

a. The intelligence annex is a means of disseminating intelligence and information and of issuing intelligence instructions to a command for an impending operation. It confirms the orders and requests for information that have been made in fragmentary form and that are still current at the time the annex is issued.

b. The intelligence officer prepares the intelligence annex and authenticates it when required.

c. The intelligence annex is routinely issued as a part of, or in conjunction with, each operation plan or order published by division and higher headquarters. It is rarely issued at brigade or battalion level. The

CLASSIFICATION (top and bottom) — (Classification)

Copy No.
Unit
Location
Date-time group
Msg Reference No.

HEADING

Annex ____(Intelligence) to OPORD____

Reference:

BODY

1. SUMMARY OF ENEMY SITUATION.

May refer to current INTSUM, overlay, or other intelligence document.

2. ESSENTIAL ELEMENTS OF INFORMATION AND OTHER INTELLIGENCE REQUIREMENTS.

3. INTELLIGENCE ACQUISITION TASKS.

4. MEASURES FOR HANDLING PERSONNEL, DOCUMENTS, AND MATERIAL.

5. DOCUMENTS (Maps, photos) AND/OR EQUIPMENT REQUIRED.

6. COUNTERINTELLIGENCE.

7. REPORTS AND DISTRIBUTION.

8. MISCELLANEOUS.

ENDING

Acknowledge

____
Commander

Appendixes:

Appendixes contain material of interest to a limited number of recipients, or material which is detailed or voluminous. When appendixes are used, references to them are included as appropriate.

DISTRIBUTION:

AUTHENTICATION:

(Classification)

Figure 1. Intelligence annex format.

brigade and battalion S2's require knowledge of the format and content of this document because they receive intelligence annexes from higher commands.

2. PREPARATION OF THE INTELLIGENCE ANNEX.

a. Figure 1 shows the standard format for an intelligence annex.

b. Annexes always follow a prescribed format which contains a classification, heading, body, and ending as outlined in figure 1. The elements of the format are discussed in subsequent paragraphs.

(1) **Classification.** Operation orders or plans are classified in accordance with appropriate regulations. For training purposes, when there is no actual classification, the word "Classification," enclosed in parentheses and underlined, is shown at the top and bottom of each page of the order, to confirm that the classification was not inadvertently omitted.

(2) **Heading.**

(a) Copy No.__________. The issuing headquarters assigns a copy number to each copy of a written annex. A record is maintained, showing the number of the specific copy(s) issued to each addressee. The copy number is entered by hand when the copies are ready for distribution.

(b) Unit. The official designation of the organization issuing the order is always shown; e.g., "1st Bn, 66th Inf," or "TF 2-76."

(c) Location. The location of the headquarters issuing the order is identified by coordinates (lettered prefix followed by a six-digit grid coordinate). The name of the town or place will normally be included (if applicable) and the name of the country may be included; e.g., "NA698432 (BITBURG, GERMANY)."

(d) Date-time group. The date-time group consists of six digits, followed by the time zone designator, month, and year; e.g., "061030R Sep 80." The date-time group is the date and time the annex is effective, unless otherwise stated in "Coordinating Instructions."

(e) Message reference no. The message reference number consists of letters or numbers, or a combination of letters and numbers, which permit the annex to be acknowledged in the clear, using the message reference number. These letters and/or numbers should in no way refer to the fact that it is connected with an OPORD. Therefore, it is not advisable to have any continuity or similarity between the message reference numbers of successive orders, nor should there be any association with any numbering system used by the unit message center in its distribution. The message reference number may be assigned by the S3, or a block of reference numbers may be assigned by higher headquarters, normally as part of the CEOI. All annexes and appendixes issued at the same time as the basic order and having the same distribution will bear the same message reference number as the basic order. Annexes and appendixes not issued at the same time as the basic order or having a different distribution will contain a message reference number different from the basic order. Examples of possible message references are: "BQR, 4826" or "RF28." Acknowledgement may be made as follows: "This is R26. I acknowledge BQR. Over."

(f) Reference. The reference designates the map, sketch, or aerial photograph required for the operation. The country or geographical area, the map series, the scale, the name or number of sheets, and the edition number are given in sufficient detail to identify the exact reference used in preparation of the annex. Example: Reference MAP, POLAND, Series M550, 1:50,000 PIESDA Sheet (7062), Edition I.

(3) **Body.** The body consists of eight main paragraphs with each given a heading. These headings are written in capital letters. An example of each paragraph of the body is given below.

* * * * * *

1. SUMMARY OF ENEMY SITUATION. See INTSUM, this HQ, 121900 September, and Appendix 1, Situation Overlay.

2. ESSENTIAL ELEMENTS OF INFORMATION AND OTHER INTELLIGENCE REQUIREMENTS.

a. Essential Elements of Information.

(1) Will enemy reinforce his forces along the RED River before the time of attack? If so, when, where, and with what forces?

(2) Will enemy employ nuclear weapons? If so, when, where, how many, of what yields, and by what delivery means?

b. Other Intelligence Requirements.

(1) Will enemy attack prior to 130600 September? If so, when, where, and in what strength? Special attention to the axis Hill 682 - Hill 624-CR851.

(2) Will enemy use CB agents? If so, what agents, when, how, and where?

3. INTELLIGENCE ACQUISITION TASKS.

Orders to attached and subordinate units:

a. 1st Bde.

* * * * * *

b. 2d Bde.

(1) Report as obtained.

(a) Status of construction of defensive positions and minefields on and to the east of RED River.

(b) Location and size of ammunition storage sites, and size and content of engineer equipment parks.

(2) Report as obtained (negative reports by 140400 September):

(a) Activity in medium tank regiment (-) and tank battalion assembly area in vicinity of BURG.

(b) Location and activity of mechanized regiment in vicinity of BURG.

4. MEASURES FOR HANDLING PERSONNEL, DOCUMENTS, AND MATERIAL. See division SOP.

5. DOCUMENTS AND/OR EQUIPMENT REQUIRED.

a. Maps. SOP distribution of map, BUTTANO, 1:50,000 ZELLEPAGT.

b. Photographs. Following aerial photographs will be furnished:

(1) Basic coverage of division zone (1:10,000 approximate), six copies to each brigade and Div Arty; one copy to each tank battalion, mechanized infantry battalion, cavalry squadron, division engineer, aviation company, battalion, or group, and division signal officer.

(2) Annotated aerial photographs distributed automatically, as available.

6. COUNTERINTELLIGENCE.

a. Appendix 2, Counterintelligence.

b. All units coordinate use of Army aircraft through division tactical operations center (DTOC) to minimize number of aircraft in air over division zone prior to attack.

7. REPORTS AND DISTRIBUTION. Effective 140800 September, units will submit INTSUM at 0800, 1200, 1600, 2000, 2400, and 0400 hours daily in lieu of times prescribed in division SOP.

8. MISCELLANEOUS. None.

*　　*　　*　　*　　*　　*

(4) **Ending.** Self-explanatory.

3. FORMAT AND CLASSIFICATION. The intelligence annex has a more rigid format than other annexes. It may be issued before distribution of the operation order. The following points give further guidance in preparing the annex:

a. If the annex is to have wider distribution than the basic order or is to be issued separately from the basic order, it must be properly identified. It must have a heading and all final entries (acknowledgment instructions, signature of the commander or authorized representative, appendixes, distribution, and authentication) just like the basic order.

b. If the annex is issued as an integral part of the basic order and is on the same distribution as the order, it need only be identified with the annex number and operation order number.

REFERENCES:

FM 30-5, Combat Intelligence, Oct 73 (chap 3, page 3-4, para 3-5; app N)
FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (chap 7, sec III, pages 7-4 thru 7-5; app F, sec V, pages F-58 thru F-62)

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 301-336-5511

PREPARE OVERLAY IN SUPPORT OF INTELLIGENCE PORTION OF OPERATION ORDER

CONDITIONS:

During combat operations, CPX, FTX, or peacetime contingency, given commander/S2 guidance (to include time available for preparation), the S3's completed portion of an operation overlay, tape, a map of the operation area, grease pencils (red, black, blue, green, yellow), No. 2 pencil, grid coordinate scale, enemy data, and FM 21-30.

STANDARDS:

Within the time specified, the overlay must:

1. Be prepared in accordance with the commander/S2's guidance and overlay techniques as outlined in FM 21-30, chapter 4.

2. Depict location of known or suspected enemy units, weapons, equipment, or activities plotted to within 50 meters.

PERFORMANCE MEASURES:

1. **STAFF RESPONSIBILITY.** The S2 has staff responsibility for preparing paragraph 1a of the operation order. (See task: **PREPARE INTELLIGENCE PORTION OF OPERATION ORDER.**) In preparing the input for paragraph 1a for the S3, the enemy situation should be depicted graphically on an overlay. This overlay information depicting the enemy situation will be submitted to the S3 who will either include it on the overall operation overlay or as a separate overlay to accompany the operation overlay. Complexity of the overlays, time, and local policy will dictate which technique will be used. This is one more example of how the S2 and S3 sections must coordinate closely.

2. **OVERLAY CHARACTERISTICS.** All overlays share the same general characteristics. Overlays are tracings on transparent paper of graphic symbols to portray plans, orders, and information concerning a military situation in condensed form. The driving purpose in preparing an overlay is to reduce the content and increase the understanding of written and oral orders. Since there are usually insufficient maps to issue with each order or plan, the overlay helps to solve this problem.

3. **BASIC REFERENCE FOR AUTHORIZED SYMBOLS.** FM 21-30 is the basic reference for authorized symbols used in preparing overlays. The relationships of overlays to the written portion of the order is explained in the task: **PREPARE AN OPERATION OVERLAY,** paragraph 2. The

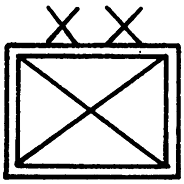
orientation of the overlay to the map and plotting of new detail is explained in paragraphs 3 and 4 of the same task.

4. TECHNIQUES OF PREPARATION.

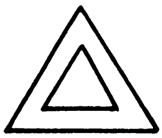
a. Use of Symbols. FM 21-30 establishes a standard system for the development of military symbols applicable to all types of military operations. Once the user is familiar with the prescribed system, any desired symbol is easily developed by following a clear, logical, and concise sequence. It is of the utmost importance that we have a commonly accepted system of military symbols which can be readily identified by both allied and US military personnel. If symbols must be made up, their meaning should be explained in an accompanying legend.

b. Enemy Symbols. Enemy units and tactical dispositions are shown in **red.** When red is used, the basic military symbols are applicable.If only one color is available, enemy symbols are outlined with **double lines.**

Examples:



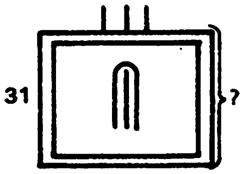
Enemy infantry division



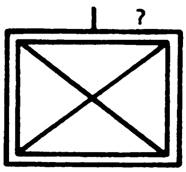
Enemy observation post

c. A **question mark** used in conjunction with an enemy symbol indicates unconfirmed information. The position of the question mark shows what information is unconfirmed.

Examples:



All information shown is unconfirmed.



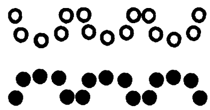
The size of the enemy infantry unit is unconfirmed.

d. **Frontlines** are marked by a series of lines which curve away from the opposing force. If only one color is used, enemy frontlines are represented by double lines.

Examples:

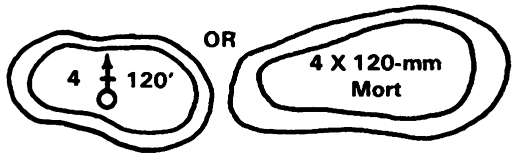
e. **Thinly held or patrolled parts of the lines** are marked by a series of dots. Thinly held enemy lines are represented by **open dots.** The dots do not indicate strength or location of patrols.

Example:



f. Locations of **enemy entrenchments** and **gun positions** are usually not accurately indicated. The general location is as follows:

(1) The position of four 120-mm mortars is depicted either by:

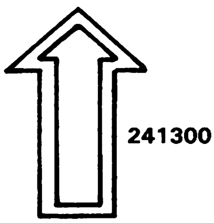


(2) Entrenchments are depicted as indicated below. When **entrenchments** are unoccupied, write U next to the symbol; when under construction, write UC next to the symbol:

Example:

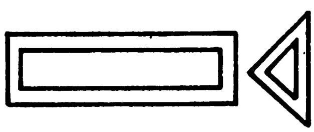
g. To show enemy units such as a moving **convoy or column,** use an arrow to indicate direction of movement. Time or information data should be placed on the right of symbol.

(1) Example:



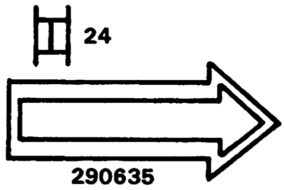
(2) If an enemy convoy is halted, the arrowhead is shown facing the rear.

Example:



(3) This symbol should be annotated with an appropriate vehicle symbol, if known.

Example: A column of 24 medium tanks was seen at 0635 on the 29th.



REFERENCES:

FM 21-30, Military Symbols, May 70
FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (app D, page D-4 thru D-10, para D-12 thru D-14)

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 301-336-5311

ESTABLISH AND MAINTAIN AN INTELLIGENCE WORKBOOK

CONDITIONS:

As the battalion intelligence sergeant, given the intelligence summary (INTSUM) format, pencil, journal and journal file, written and/or oral reports (e.g., SPOTREP, SITREP, or NBC reports), blank paper, index tabs, and a looseleaf notebook.

STANDARDS:

As a minimum:

1. The workbook must be established and maintained following the locally prescribed format.

2. Workbook entries must be kept current by posting new entries and deleting or removing entries as they become obsolete.

3. Entries must be entered under the proper headings and cross-referenced when necessary.

4. Entries must include the journal serial number, the date-time group that the incident actually happened, and a written extract of the message or report.

5. Confirmed entries must be noted as **confirmed** or **being confirmed.**

PERFORMANCE MEASURES:

1. The intelligence workbook is a temporary record of enemy information, weather, and terrain characteristics. Information is recorded by subject headings which help to sort, evaluate, and interpret the information. When properly maintained, the workbook is a valuable tool to prepare intelligence estimates, summaries, and reports.

2. The workbook is usually a looseleaf notebook with index tabs identifying subject headings. Blank sheets of paper are used under each tab to record the notes. The workbook does not have a prescribed format, though, as a matter of convenience, it is desirable to use the paragraph headings of the intelligence summary (INTSUM) at battalion and brigade levels. A sample workbook is shown in figure 1.

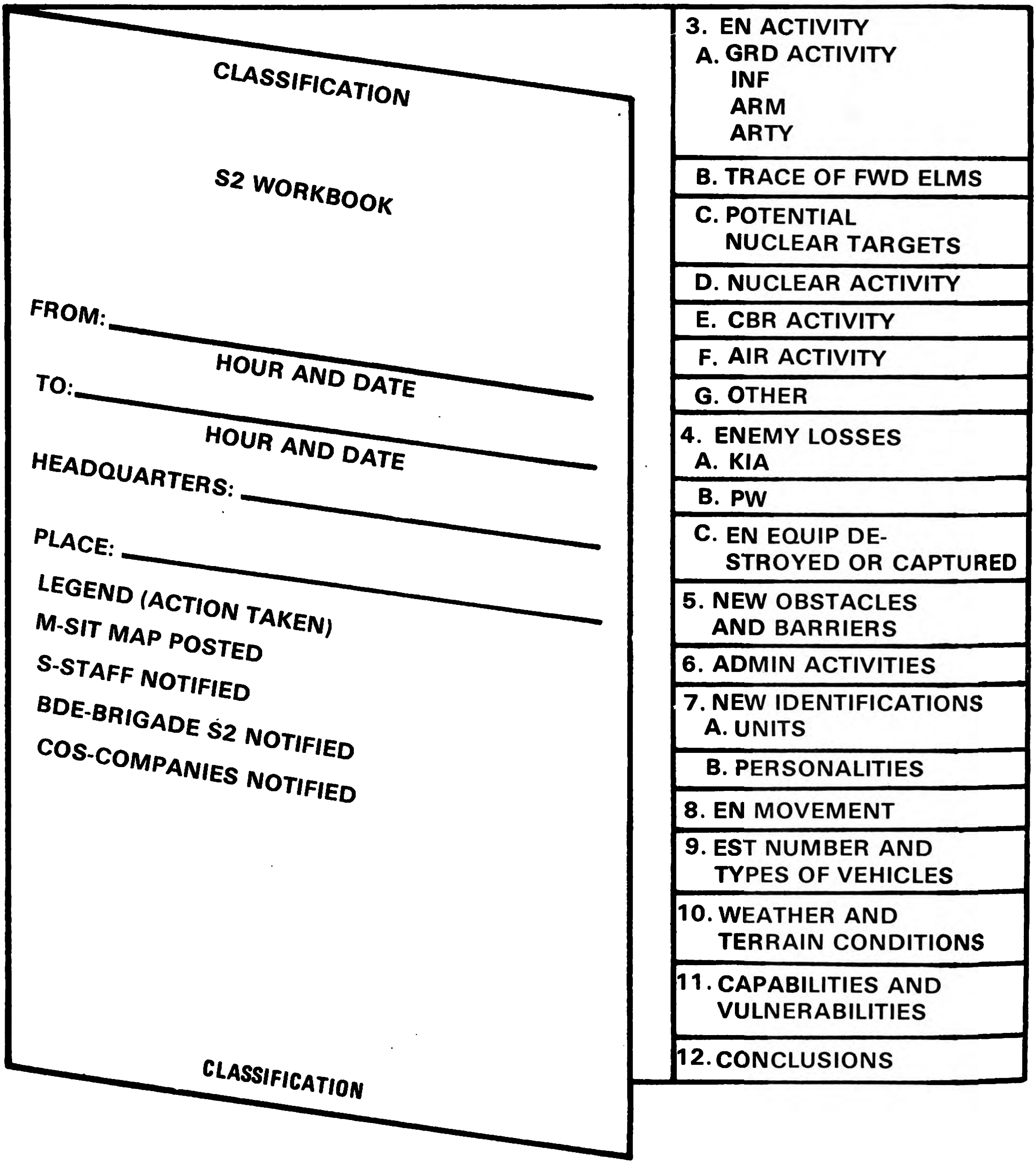


Figure 1. Sample intelligence workbook.

3. Maintaining the workbook simply requires that you record information and significant events and delete this same material when it is no longer needed, is outdated, or is published in a formal report.

a. All information and intelligence on the same subject is recorded on the same page. When entering a message, you must insure that you enter, as a minimum, the following:

(1) Time that the event occurred. (Note that this is the **time of the event** and **not** the time received or logged.)

(2) The agency or source of the message.

(3) An extract of the message.

(4) When two or more messages confirm an event, a notation to this fact.

b. When information is extracted from the journal, record in the workbook the journal serial number and date-time group the incident happened. For example, J-4 indicates the journal serial number and 180800Z Feb 76 indicates when the incident happened.

c. When an entry in the workbook is no longer of any value or has been recorded in a published report (e.g., in the INTSUM), the entry should be lined out. When the entire page is no longer of any value, it is removed and destroyed.

d. A single message may require entries under more than one heading. For example, a message reports that an enemy tank attack supported by chemical weapons was repulsed. Two enemy tanks were destroyed, two enemy soldiers were killed, and six enemy soldiers were captured. This single message would result in separate entries in each of the following paragraphs (see figure 1):

(1) 3a, Enemy Activity, Ground.

(2) 3e, CBR Activity.

(3) 4a, Enemy Losses, KIA.

(4) 4b, Enemy Losses, PW.

(5) 4c, Enemy Losses, Enemy equipment destroyed or captured.

e. The workbook must be marked with the highest overall classification of any classified material contained in it.

REFERENCES:

FM 30-5, Combat Intelligence, Oct 73 (chap 5, page 5-7, para 5-7; figure 5-3, page 5-8)

TASK NUMBER: 301-336-5310

PREPARE/UPDATE THE S2'S FRIENDLY/ENEMY SITUATION MAP

CONDITIONS:

During battalion combat operations, CPX, or FTX, given a mounted acetate-covered mapboard, grease pencils (red, black, blue, green, yellow), coordinate scale, spot reports, situation reports, current up-to-date S2 and S3 workbooks, complete copy of battalion OPORD which unit is presently executing, intelligence reports (INTREPS), intelligence summaries (INTSUMS), intelligence estimates, and FM 21-30.

STANDARDS:

1. Post all available locations or overlay traces of enemy units/elements to within 50 meters.

2. Post critical points, friendly command posts, and friendly boundaries to within 25 meters.

3. Upon receipt of new INTSUMS, INTREPS, and spot reports, post and update information to the same degree of accuracy as above.

PERFORMANCE MEASURES:

1. General. The situation map is a temporary graphic display of the current dispositions and major activities of the enemy. Information of friendly forces on this map is usually limited to boundaries; locations of command posts of higher, lower, and adjacent units; reconnaissance units; and the forward edge of the battle area. Separate overlays are often used to display separate categories of information. A typical overlay might depict fortifications. Another is used to show potential nuclear and chemical targets, and still another presents details of order of battle. The latest time at which the activity was observed or the disposition confirmed should be indicated when plotting enemy activities and dispositions. The intelligence sergeant keeps the situation map or overlay as simple as possible. He uses authorized conventional signs, military symbols, and abbreviations. (See FMs 21-30 and 21-31 for authorized military and topographic symbols.)

2. Temporary Recordings. Other information and intelligence aspects of the situation may be recorded on situation maps. Chemical staff officers or NCOs at respective headquarters, for example, record reported nuclear bursts and chemical and biological data on situation maps. Engineer staff officers or NCOs similarly record mine and obstacle data.

3. Permanent Recordings. Permanent recordings of the information on a situation map may be done by overlay tracing or by periodically photographing the map. Periodic overlays made from the G2/S2 situation map will provide quick reference to past enemy activity in a given area, they can record locations of hard targets such as bunkers, trenches, or antiaircraft emplacements, and they can assist the G2/S2 in determining patterns of enemy movement and intentions.

4. Maintaining the Situation Map. Maintenance of the situation map at brigade and battalion levels is usually a joint S2/S3 action; at higher levels a separate situation map is maintained by each section. The friendly situation is basically the responsibility of the S3; the enemy situation is basically the responsibility of the S2. During operations, personnel from either section may plot friendly or enemy entries on the situation map and perform other processing functions.

5. Posting of Friendly/Enemy Information. The situation map provides a basis for comparison of the enemy situation against the friendly situation. From the intelligence sergeant's standpoint, pertinent information of the enemy is recorded graphically on the situation map for reference and study. Whenever possible, both the situation map and the S2 workbook will be maintained. However, in a fast-moving situation when the volume of messages is such that both cannot be maintained effectively, priority should be given to keeping the situation map current. The information posted varies with the size of the friendly unit. The smaller the unit, the more detailed is the information recorded. As a general rule, depict enemy units two echelons lower than your own, although higher enemy echelons may be posted if this is the most specific information available. Division situation maps, for example, show the location of enemy units down to battalions, though some smaller elements, such as fire delivery means, are also shown. Brigade situation maps would show enemy units down to battalions and companies. Battalion situation maps would show enemy units down to companies and platoons. The following types of entries pertaining to the enemy should be posted on the situation map:

a. Unit identification.

b. Unit dispositions.

c. Boundaries.

d. Location of weapons, to include —

(1) Automatic weapons positions.

(2) Supporting mortars.

(3) Antitank gun positions.

(4) Artillery positions.

(5) Armored vehicles.

(6) Antiaircraft automatic weapons positions.

(7) Air defense artillery positions.

e. Minefields.

f. Roadblocks.

g. Entrenchments.

h. Other obstacles or defensive installations.

i. Logistics and command facilities.

j. Activities (movements, digging, camouflaging).

k. Terrain data.

l. Aircraft or helicopter staging areas.

m. CBR-contaminated areas.

n. Enemy radars and other ground surveillance devices.

o. Major roads or trails for movement of personnel, weapons, and equipment.

NOTE: See figure 1 for an example of situation map entries.

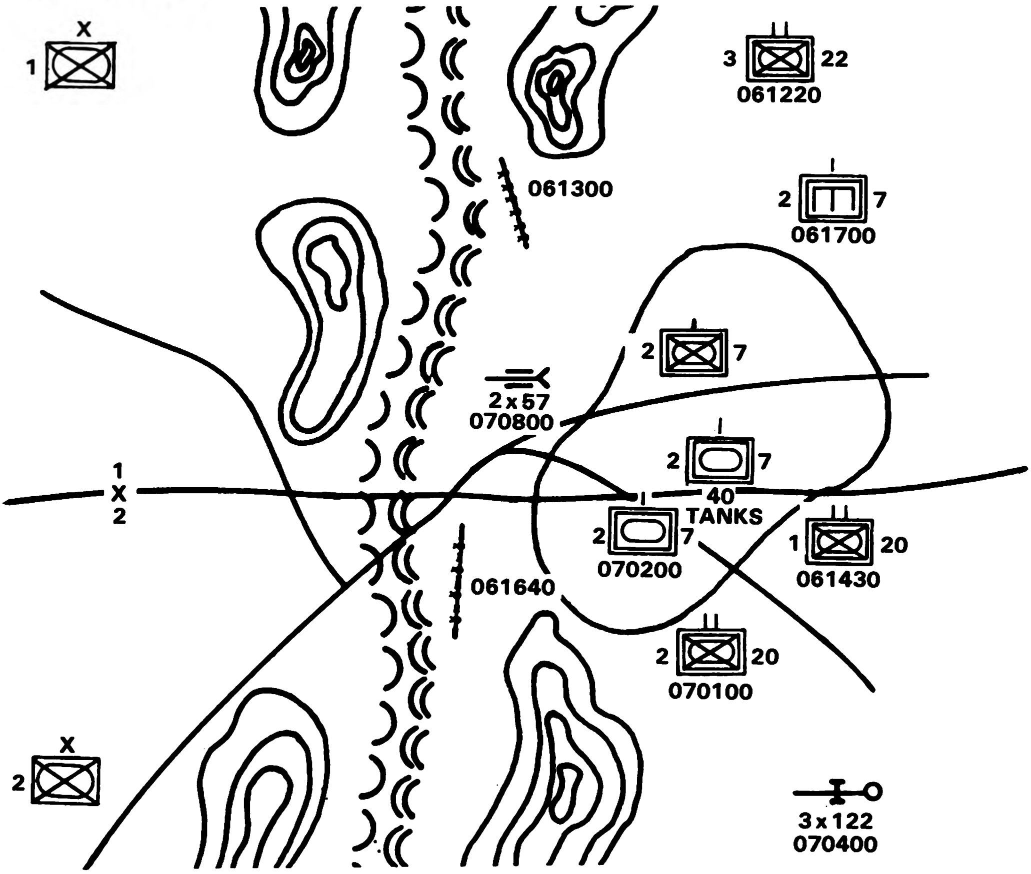


Figure 1. Situation map entries.

6. Purpose. The purpose of the intelligence situation map is to contribute to sound tactical decisions. The primary intelligence uses of the situation map are:

a. To display the enemy disposition and situation.

b. To provide a basis for comparison in order to determine the significance of newly received data pertaining to enemy forces.

c. To provide a background and basis for briefings and other required intelligence reports.

d. To provide the basis for overlays which graphically portray the enemy situation.

e. To assist in the determination of patterns of movement of guerrilla or insurgent forces.

f. To focus attention on possible intelligence gaps which require redirection of the collection effort — for example, the need to locate and identify enemy units reported for the first time.

7. Secondary Uses. The secondary intelligence uses of the situation map are to post — directly on it or in its margins — the following information:

a. Computations of enemy personnel and weapons strengths (based on normal strength of the size enemy units believed to be in the area).

b. Organization charts of specified enemy units (based on order-of-battle information).

c. Summaries of weather and terrain data.

d. A listing of priority intelligence requirements.

e. Notations pertaining to current patrol plans.

f. Closing time computations.

g. A listing of friendly attachments.

h. A listing of unlocated enemy units believed to be in the area of operations.

8. Techniques for Maintaining the Intelligence Map. The intelligence sergeant should consider using the following technique to maintain the situation map:

a. Rather than attempting to plot all entries on a map by means of conventional or improvised military symbols, a number or letter may be plotted in the area where the activity was observed. A corresponding letter or number can then be entered into a space alongside the map and a notation entered as to the activity observed. The number or letter used may also be easily cross-indexed to the journal or message file for a complete report. The situation map should be used in conjunction with the

intelligence estimate for analysis of the enemy situation and capabilities. The situation map might be misleading if used by itself for this purpose.

b. A variation of the above would be to draw a line from the descriptive passage or statement to the exact location on the map where the activity was observed.

c. Care must be taken to prevent overcrowding of the map. One method of doing this is to group entries by categories on a series of acetate overlays.

d. An enlarged sketch map can also be prepared to cover overcrowded areas. This allows the posting of additional details.

e. When separate maps are used by staff elements in a headquarters, care should be taken to insure that acetate overlays are readily interchangeable between maps within that headquarters. This is also true when an informal S2 workmap is maintained. This precaution will permit easy comparison of the current enemy situation from the G2/S2's map with the disposition of friendly forces on the G3/S3's map, and easy comparison of enemy obstacles, barriers, and minefields with planned routes of march for friendly operations, etc.

REFERENCES:

FM 21-30, Military Symbols, May 70 (all)
FM 21-31, Topographic Symbols, Jun 61 (all)
FM 30-5, Combat Intelligence, Oct 73 (chap 5, page 5-4, para 5-6)
TC 30-28, S2 Reference Guide, Jun 77 (page 18)

TASK NUMBER: 301-336-5313

PREPARE/UPDATE INTELLIGENCE WORKMAP

CONDITIONS:

As the intelligence sergeant in a tactical headquarters, during combat or simulated combat operations, given a requirement to prepare and maintain an intelligence workmap, copies of FM 21-30 and FM 30-5, the appropriate map sheets showing unit's area of interest, a map board, colored grease pencils, and acetate.

STANDARDS:

As a minimum:

1. Acetate overlays must be prepared that will interchange with the situation map.

2. The following friendly information must be posted:

   a. Boundaries.

   b. Command posts of higher, lower, and adjacent units.

   c. Reconnaissance units.

   d. The forward edge of the battle area.

3. Enemy information must be posted to include Size, Activity, Location, Unit, Time, and Equipment (SALUTE) when available.

PERFORMANCE MEASURES:

1. The intelligence workmap differs from the situation map by being a more detailed graphic representation of the enemy situation and disposition. The workmap is a tool used for planning the intelligence collection effort and does not replace the requirement to post pertinent information on the situation map.

2. The workmap consists of the map sheets that portray the unit's area of interest and, when known, areas of future operations. The map must be constructed so that its acetate overlays are interchangeable with the situation map. The overlays can then be prepared by grouping entries by categories. For example, overlays may be prepared to depict the surveillance plan, patrol plan, CBR-contaminated areas, or other major intelligence areas required to support the collection effort.

3. Information posted on the map varies with the size of the friendly unit. The smaller the unit, the more detailed the information and size of the enemy units posted. Enemy units are posted using the "two echelon down" rule. For example, at division level, enemy battalions are posted; at battalion level, enemy platoons are posted. However, higher enemy echelons may be posted on the workmap if this is the most detailed information available. The workmap, unlike the situation map, should be posted with both confirmed and unconfirmed enemy information. Information located on the map includes the following:

a. Unit identification.

b. Unit disposition.

c. Boundaries.

d. Locations of weapons to include —

(1) Automatic weapons positions.

(2) Supporting mortars.

(3) Antitank gun positions.

(4) Artillery positions.

(5) Armored vehicles.

(6) Antiaircraft automatic weapons positions.

(7) Air defense artillery positions.

e. Minefields.

f. Roadblocks.

g. Entrenchments.

h. Other obstacles or defensive installations.

i. Logistics and command facilities.

j. Activities (movements, digging, camouflaging).

k. Terrain data.

l. Aircraft or helicopter staging areas.

m. CBR-contaminated areas.

n. Enemy radars and other ground surveillance devices.

o. Major roads or trails for movement of personnel, weapons, and equipment.

4. Friendly information is usually limited to locations of boundaries; higher, lower, and adjacent units; reconnaissance units; and the forward edge of the battle area.

5. The use of separate overlays to display separate categories of enemy or friendly information is a useful technique. These separate overlays provide an accurate, easily used record of information that is not always required to be depicted on the map and might clutter it with unnecessary, dated details. Example of these overlays are —

a. Fortifications.

b. Surveillance plans.

c. Patrol plans.

d. Impending chemical or nuclear strikes.

e. Sensor fields.

6. When posting information on the map, standard military symbols specified in FM 21-30 must be used. When maps and overlays are posted with colored pencils or tape, the colors must be used in accordance with chapter 4 of FM 21-30.

7. The use of the workmap and the overlay techniques permits the intelligence section to keep an accurate record of information used to determine enemy movements and intentions, and assists the section in planning for the use of ground surveillance radar, patrols, and other intelligence-collection operations. It allows a ready reference depicting the enemy situation and disposition and is used to support staff journal entries.

REFERENCES:

FM 21-30, Military Symbols, May 70
FM 30-5, Combat Intelligence, Oct 73 (chap 5, pages 5-4 thru 5-6, para 5-6)

TASK NUMBER: 031-503-3152

RECEIVE, INTERPRET, AND PASS ON NBC 1 REPORT

CONDITIONS:

As the intelligence sergeant operating in the TOC, given a knowledge of the preparation of NBC 1 reports; and incoming NBC 1 reports from subordinate units.

STANDARDS:

1. Decode and interpret initial NBC 1 reports from subordinate unit(s) without error.

2. Alert subordinate, attached, and supporting units on the command net with a FLASH precedence brevity code warning.

3. Report the item "Type of Report" and letter items D, H, and either B and C or F in the initial NBC report to the next higher headquarters, based on the subordinate unit report received, and assign the report one of your unit's strike serial numbers. The report will be forwarded by the most rapid means, usually land line, radio, or runner.

4. If more than one unit submits an initial report on the same attack, consolidate the information into one report for submission to the next higher headquarters.

PERFORMANCE MEASURES:

1. All NBC reports refer to the letter items in figure 1.

2. NATO forces operating in a NATO area must use only *ZULU* time for all NBC reports.

3. NBC 1 reports.

a. The NBC 1 report is used by an observing unit to give initial data and subsequent follow-up data of an enemy nuclear, biological, or chemical attack. Preparation of the NBC 1 report from the observer was discussed in the skill level 3 Soldier's Manual. You will remember that the NBC 1 report follows the same format as the SHELLREPS, MORTREPS, and BOMBREPS (STANAG 2008) dealing with conventional enemy attacks.

b. The item, "Type of Report," and letter items D, H, and either B and C or F, figure 1, must always be reported. Other items are optional.

4. The following example illustrates actions at company through brigade level, using NBC 1 reports: Company A, 2d Battalion of the 1st Brigade, is

MEANING OF LETTER ITEMS USED IN ALL NBC REPORTS:

Letter	Meaning *Nuclear reports*	Meaning *Chemical or biological reports*
A.	Strike serial number(s).	Strike serial number(s).
B.	Position of observer (UTM or place).	Position of observer (UTM or place).
C.	Direction measured clockwise from grid or magnetic north (state which) of the attack from observer (degrees or mils, state which).	Direction measured clockwise (from grid or magnetic north ,state which) of the attack from observer (degrees or mils, state which).
D.	Date/time of detonation (local or ZULU time, state which). If local time is used, give the letter of the local time zone, if known. See FM 101-10-1 for time zone charts. If the local time is used and the time zone letter is not known, the word "local" will be transmitted with this item.	Date/time attack started (local or ZULU time, state which). If local time is used, give the letter of the local time zone, if known. See FM 101-10-1 for time zone charts. If the local time is used and the time zone letter is not known, the word "local" will be transmitted with this item.
E.	Illumination time. (Report only when other data are not available. Report in seconds.)	Time attack ended (local or ZULU, state which).
F.	Location of attack (UTM or place) (actual or estimated, state which).	Area attacked (actual or estimated, state which).
G.	Means of delivery, if known.	Means of delivery, if known.
H.	Type of burst—air, surface, or unknown (state which)—including height, if known.	Type of agent, if known (chemical or biological). Type of attack (chemical or biological).
I.	(This letter item is not used for nuclear report.)	Type and number of munitions or aircraft (state which).
J.	Flash-to-bang time (seconds).	
K.	Crater present or absent and diameter, if known (meters).	
L.	Nuclear burst angular cloud width measured at 5 minutes after the detonation (degrees or mils, state which). (Do not report if data are obtained more than 5 minutes after the detonation.)	
M.	Stabilized cloud-top angle and/or cloud-bottom angle (state which) or cloud-top height and/or cloud-bottom height (state which) measured at H + 10 minutes (degrees, mils, meters, or feet—state which).	
N.	Estimate yield (KT).	
O.	Reference date/time for estimated contours when not H + 1 hour.	
P.	For radar purposes only: P.A. UTM coordinates of points to outline external contours of radioactive cloud. P.B. Effective wind direction (direction from which the wind is blowing) in degrees or mils (state which).	Area of expected contamination (UTM).
Q.	Location of reading (UTM).	
R.	Dose rate (rad/hr). (This is not normalized to H + 1 hour.) The words "initial," "increasing," "peak," or "decreasing" may be added. (Correlation factor information is included if shielded dose-rate readings are reported.)	
S.	Date/time of reading (local or ZULU time, state which).	Date/time contamination initially detected (local or ZULU time, state which).
T.	H + 1 date/time (local or ZULU time, state which).	Date/time of latest reconnaissance of contamination in the area (local or ZULU time, state which).
U.	1,000 rad/hr contour line coordinator (UTM) (red).	
V.	300 rad/hr contour line coordinates (UTM) (green).	
W.	100 rad/hr contour line coordinates (UTM) (blue).	
X.	20 rad/hr contour line coordinates (UTM) (black).	Located area of contamination (UTM) (yellow).
Y.	Direction measured clockwise from grid north to the left and then to the right radial lines (degrees or mils, state which—4 digits each).	
Z.	Effective windspeed (kmph), 3 digits; downwind distance of zone I (km), 3 digits; cloud radius (km), 2 digits. (When effective windspeed is less than 8 kmph, the NBC 3 report will contain only three significant digits, that is, the radial distance of zone I.)	

Figure 1.

under artillery chemical attack. Initial and subsequent NBC 1 chemical reports from the company through the brigade are given below. The actual message format follows the unit SOP.

a. **Actions by Company A.** First, the company alerts its subordinate units on the company net with a FLASH precedence brevity code, "GAS."

(1) Initial NBC 1 chemical report. The company alerts the 2d Battalion by preparing an initial NBC 1 report, as in task: **Prepare NBC 1 Report.** The company assigns its own strike serial number.

(2) Subsequent NBC 1 chemical reports.

(a) When the chemical agent used in the chemical attack has been identified, the company submits a subsequent NBC 1 report, using the same strike serial number as used in the initial NBC 1 report and gives follow-up data.

(b) If a persistent chemical agent was used in the attack and the contaminated area is located, the company submits another subsequent NBC 1 report, giving follow-up data and using the same strike serial number as was used in the initial NBC 1 report.

b. **Actions by 2d Battalion.** As soon as the NBC 1 report from Company A is received, the battalion alerts its subordinate, attached, and supporting units on the battalion net with a FLASH precedence brevity code, "GAS."

(1) Initial NBC 1 chemical report. The battalion prepares and submits an initial NBC 1 report to the 1st Brigade based on Company A's NBC 1 report received. Battalion repeats pertinent parts of the body of the message on the battalion net. Battalion assigns its own strike serial number.

(2) Subsequent NBC 1 chemical reports. The battalion submits subsequent NBC 1 reports to the 1st Brigade, based on the NBC 1 reports received from Company A. Pertinent parts of the body of the message are repeated over the battalion net. The same strike serial number used in the battalion's initial NBC report would be used.

NOTE: If more than one company of the battalion submits NBC reports for the same chemical attack, the battalion consolidates them and submits a single NBC 1 report to the 1st Brigade.

c. **Actions by the 1st Brigade.** First, the brigade alerts its subordinate, attached, and supporting units on the brigade net with a FLASH precedence brevity code, "GAS."

(1) Initial NBC 1 chemical report. The brigade transmits the 2d Battalion's initial NBC 1 report to the division TOC (and repeats pertinent parts of the body of the message on the brigade net). Brigade will assign its own strike serial number.

(2) Subsequent NBC 1 chemical reports. The brigade transmits the 2d Battalion's subsequent NBC 1 reports to the division TOC (and repeats pertinent parts of the body of the message on the brigade net), using the same strike serial number used in the brigade's initial NBC 1 report.

NOTE: If more than one battalion submits NBC 1 reports for the same chemical attack, the brigade consolidates the several NBC 1 reports received and submits one NBC report to the division TOC just as battalion did with multiple reports of the same strike.

REFERENCES:

FM 3-12, Operational Aspects of Radiological Defense, Aug 68, C2 (app C, pages C-1 thru C-3, para C-1 thru C-3)
FM 21-40, NBC (Nuclear, Biological, and Chemical) Defense, Oct 77 (chap 6, pages 6-13 thru 6-17)

TASK NUMBER: 031-503-2104

PREPARE A SIMPLIFIED FALLOUT PREDICTION

CONDITIONS:

As the intelligence sergeant operating in the TOC, given a knowledge of the preparation of NBC 1 reports; incoming NBC 2 report(s) from higher headquarters; effective downwind message; M5A2 radiological fallout area predictor, and a straightedge, overlay or transparent paper, No. 2 pencil, black grease pencil, and map of the area.

STANDARDS:

Prepare simplified fallout prediction within **5 minutes*** using the map scale appropriate to the map you are using. Trace determined must be within ½ kilometer of correctly prepared trace.

***Administrative time for training and testing; not necessarily a job requirement.**

PERFORMANCE MEASURES:

SIMPLIFIED FALLOUT PREDICTION TECHNIQUES

1. DESCRIPTION.

a. The simplified fallout prediction method is provided to enable small unit commanders to make an immediate estimate of the location of the potential fallout hazard without waiting for a detailed fallout prediction message (NBC 3 (nuclear) report).

b. The simplified prediction method requires nuclear burst information (NBC 2 report), a current effective downwind message, and a simplified fallout predictor (figure 1).

c. The lateral or angular limits of a simplified fallout predictor are fixed at 40 degrees; this is in contrast to the determination of lateral limits from current winds in the detailed method. In most cases, these fixed angular limits are sufficient to encompass the fallout area of hazard.

2. EFFECTIVE DOWNWIND MESSAGE.

a. Use of a simplified fallout predictor requires knowledge of the effective wind speed and downwind direction. This information is prepared by the Nuclear, Biological, and Chemical Element as an effective downwind message and is transmitted to subordinate and adjacent units each time new upper air wind data are received. The latest effective

downwind message should always be used. Effective downwind messages more than 12 hours old should not be used for fallout prediction.

b. The format for the effective downwind message will be a series of seven lines preceded by the phrase "Effective Downwind Message," as follows:

Effective Downwind Message

ZULU	**DDtttt (local or ZULU, state which)**
ALFA	**dddsss**
BRAVO	**dddsss**
CHARLIE	**dddsss**
DELTA	**dddsss**
ECHO	**dddsss**
FOXTROT	**dddsss**

c. The significance of each letter item is indicated below:

(1) ZULU DDtttt - This line is the date-time at which the winds were measured, with DD the day and tttt the hour in local or ZULU time (GMT).

(2) The remaining lines provide data for the six preselected yield groups, where ddd is the effective downwind direction in degrees from grid north, and sss is the effective wind speed to the nearest kilometer per hour.

(a) ALFA dddsss is the data line for the 2-kiloton (KT) or less yield group.

(b) BRAVO dddsss is the data line for the more than 2-KT through 5-KT yield group.

(c) CHARLIE dddsss is the data line for the more than 5-KT through 30-KT yield group.

(d) DELTA dddsss is the data line for the more than 30-KT through 100-KT yield group.

(e) ECHO dddsss is the data line for the more than 100-KT through 300-KT yield group.

(f) FOXTROT dddsss is the data line for the more than 300-KT through 1-megaton (MT) yield group.

(3) For example, if the DELTA line of an effective downwind message reads "DELTA 090025," the person using this information would know that the DELTA line is used when the yield of the weapon is in the range from more than 30 KT through 100 KT. The contents of this DELTA line would indicate that the fallout prediction would be determined from an effective downwind direction of 90 degrees and an effective wind speed of 25 kilometers per hour.

3. FORMAT FOR DISSEMINATING EVALUATED DATA (REPORT FORM NBC 2).

LETTER	MEANING	EXAMPLE (NUCLEAR)	EXAMPLE (TOXIC)
	Precedence		
	Date/time (local or ZULU, state which)		
	Security Classification		
	From		
	To		
	Type of report	NBC 2 (nuclear)	NBC 2 (Toxic)
A.	Strike serial number (if known)	A. 24.	A. 1.
D.	Date/time of attack (local or ZULU, state which)	D. 240730Z	D. 240730Z
F.	Location of attack (UTM or place) (actual or estimated, state which)	F. MN553298	F. MN553298
G.	Means of delivery (if known)		
H.	Type of burst (air, surface, or unknown) (state which), or type of toxic agent, if known, or type of attack (BW, CW, registration, harassing, etc.)	H. Surface.	H. Nerve.
N.	Estimated yield (KT)	N. 16	

NOTES:

a. This report is normally based on two or more NBC 1 reports. It includes an estimated ground zero (GZ) and, in the case of nuclear detonations, an evaluated yield.

b. Items A, D, F, H, and N may be repeated as often as necessary to produce a summary report.

4. AREA PREDICTOR, RADIOLOGICAL FALLOUT, M5A2. The M5A2 fallout predictor (figure 1), is a transparent device used to outline the zones of hazard resulting from surface or near-surface bursts for preselected yield groups. The device is composed of two simplified predictors and a nomogram for determining the downwind distance of Zone I. One simplified predictor is drawn to a scale of 1:50,000, with five preselected yield groups (A, B, C, D, and E); and one predictor is drawn to a scale of 1:250,000, with six preselected yield groups (A, B, C, D, E, and F).

a. Each simplified predictor consists of three major parts:

(1) An azimuth dial for orientation.

(2) Semicircles depicting stabilized nuclear cloud radii drawn about ground zero (GZ) and showing the area of contamination for each of the preselected yield groups.

(3) A map scale calibrated in kilometers along two radial lines extending out from the center of the azimuth dial.

b. The nomogram, consisting of three scales, is positioned between the radial lines of the M5A2 fallout predictor and is used to determine the downwind distance of Zone I. The nomogram is not required for field-constructed predictors.

(1) The left-hand scale is the effective wind speed in kilometers per hour.

(2) The center scale is the downwind distance of Zone I in kilometers.

(3) The right-hand scale is the yield in kilotons.

c. The Area Predictor, Radiological Fallout, M5A2, may be requisitioned through supply channels, using FSN 6665-106-9595.

5. PROCEDURES FOR USE OF SIMPLIFIED METHOD.

a. Information Required. Use of the M5A2 fallout predictor requires a current effective downwind message, an actual or estimated yield of the nuclear weapon detonated, and the location of GZ. Normally, the user of the M5A2 fallout predictor will have to obtain the yield and the location of ground zero from measured data or from the NBC 2 (Nuclear) report.

b. Identification of the Prediction. The prediction is identified by recording the location of GZ and the date-time of burst on the predictor.

c. Effective Wind Speed and Downwind Direction. The effective wind speed and downwind direction for the burst are taken from the appropriate yield group data line of the effective downwind message (para 2).

d. Downwind Distances of the Zones. The downwind distance of the Zone of Immediate Operational Concern (Zone I) is determined from the nomogram (figure 1) on the M5A2 fallout predictor. This determination is made by connecting the value of the effective wind speed and the point on the yield scale representing the yield (using the actual or estimated yield, not the yield group) with a straightedge. The value of the downwind distance of Zone I, in kilometers, is read at the point of intersection of the straightedge and the Zone I downwind distance scale. The downwind distance of Zone II (Zone of Secondary Hazard) is twice that of Zone I. Arcs are drawn between the two radial lines, using GZ as center, with radii equal to the two downwind distances determined.

e. Tangents. Tangents are drawn from the cloud radius line for the yield group considered (c above) to the points of intersection of the radial lines of the predictor with the arc representing the downwind distance of Zone I (d above).

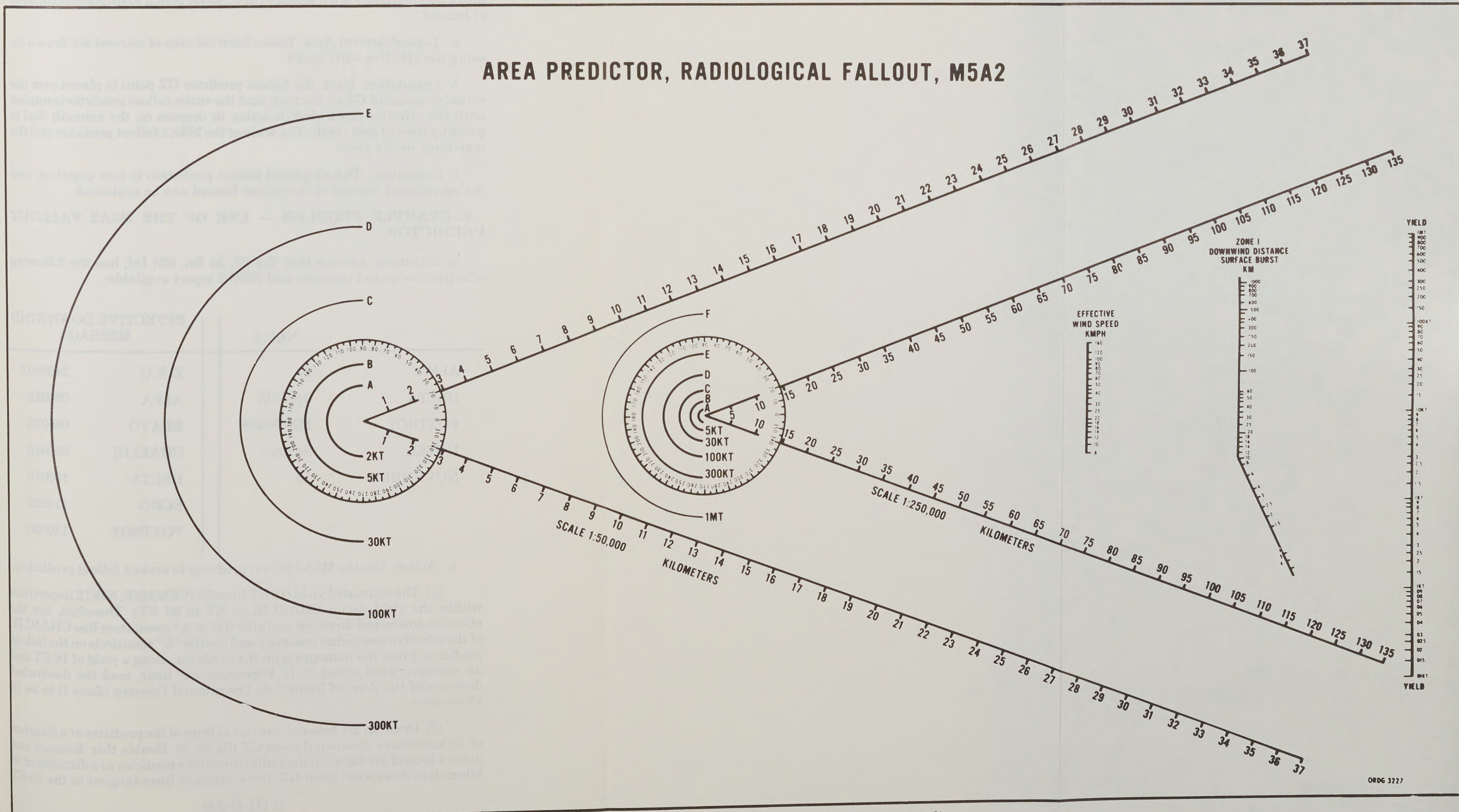


Figure 1. The M5A2 radiological fallout area predictor.

f. Perimeter. Zones I and II are labeled, and the remainder of the prediction perimeter is darkened with a grease pencil to emphasize the area of hazard.

g. Time-of-Arrival Arcs. Time-of-arrival arcs of interest are drawn in, using the effective wind speed.

h. Orientation. Next, the fallout predictor GZ point is placed over the actual or assumed GZ on the map, and the entire fallout predictor is rotated until the effective downwind direction in degrees on the azimuth dial is pointing toward grid north. The scale of the M5A2 fallout predictor and the map must be the same.

i. Evaluation. The simplified fallout prediction is now complete, and the operational aspects of the fallout hazard can be evaluated.

6. EXAMPLE PROBLEM — USE OF THE M5A2 FALLOUT PREDICTOR.

a. Situation. Assume that the S3, 2d Bn, 62d Inf, has the following effective downwind message and NBC 2 report available:

NBC 2		EFFECTIVE DOWNWIND MESSAGE	
ALFA	24	ZULU	240900Z
DELTA	240730Z	ALFA	080015
FOXTROT	MN553298	BRAVO	085015
HOTEL	Surface	CHARLIE	090016
NOVEMBER	16	DELTA	100010
		ECHO	110025
		FOXTROT	120020

b. Action. Use the M5A2 fallout predictor to make a fallout prediction.

(1) The estimated yield (16 KT from NOVEMBER, NBC 2 Report) lies within the yield group CHARLIE (5 KT to 30 KT). Therefore, use the effective downwind direction and effective wind speed from line CHARLIE of the effective downwind message, and use the "C" semicircle on the fallout predictor. From the nomogram on the predictor, using a yield of 16 KT and an effective wind speed of 16 kilometers per hour, read the downwind distance of the Zone of Immediate Operational Concern (Zone I) to be 18 kilometers.

(2) Draw an arc between the radial lines of the predictor at a distance of 18 kilometers downwind from GZ (figure 2). Double this distance and draw a second arc between the radial ines of the predictor at a distance of 36 kilometers downwind from GZ. Draw straight lines tangent to the 30-KT

cloud radius semicircle and extending to the intersection points of the Zone I arc with the radial lines. The area inclosed by the two lines, the 30-KT semicircle and the 18-kilometer arc, is the predicted Zone I. The area inclosed by the 18-kilometer and 36-kilometer arcs and the radial lines is the predicted Zone of Secondary Hazard (Zone II).

(3) Draw a series of dashed arcs at distances equal to the product of the effective wind speed (16 kilometers per hour) and the hours of interest after the burst to represent the estimated times of arrival of fallout (16 kilometers at H + 1 and 32 kilometers at H + 2) (figure 2). Arcs that fall outside the Zone II need not be drawn.

(4) Draw a straight line from the center of the azimuth dial through the effective downwind direction (90 degrees) on the azimuth dial and label the line grid north (GN). Place the center of the azimuth dial on the predictor over the estimated GZ (MN553298) on the map (the scales of the map and predictor must correspond), and rotate the predictor around the GZ point until the GN line is pointing toward grid north. The predictor is now oriented so that fallout is going toward 90 degrees. The area covered by fallout can now be evaluated.

(5) Figure 2 is an example of a schematic depicting unit boundaries with coordinating points at the forward edge of the battle area (FEBA).

7. CONCLUSION. Once a fallout prediction is completed and oriented on the appropriate map, the commander and his staff begin a planning sequence to determine the impact of the fallout on the scheme of maneuver. Decisions to move troops or equipment should not be made based solely on a fallout prediction. The fallout prediction plot indicates an area within which the fallout is expected to settle on the earth. The only means of determining the exact location of fallout is to wait until the majority has fallen and physically measure the intensity to determine the location of the fallout by radiological monitoring and survey techniques, which are discussed in FM 3-12.

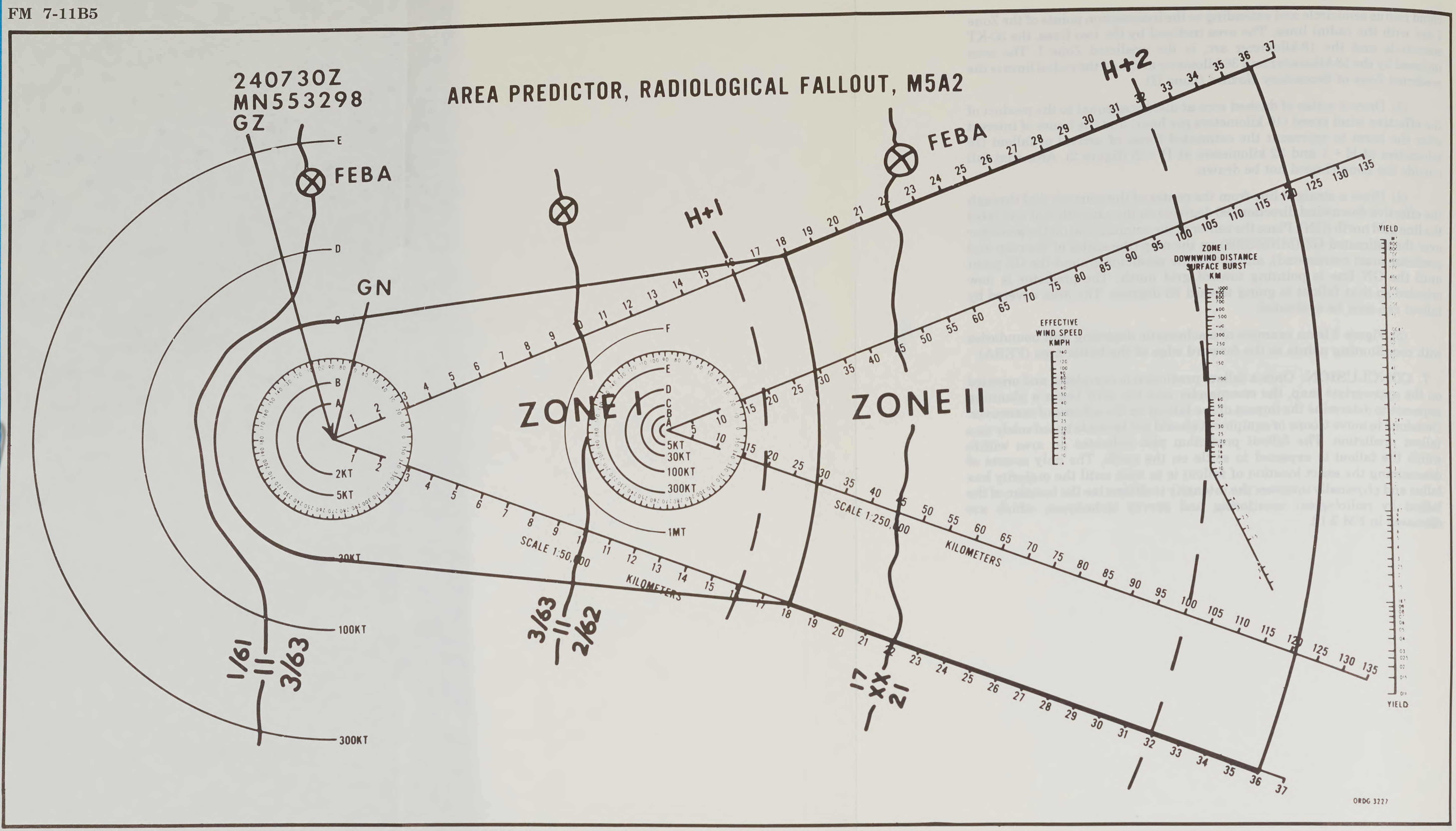


Figure 2. Example problem — Preparation of a simplified fallout prediction for a 16-KT yield burst.

REFERENCES:

FM 3-22, Fallout Prediction, Oct 73 (chap 3, sec I, pages 40 thru 44, para 29 thru 34)

TASK NUMBER: 031-503-2103

PREPARE A DETAILED FALLOUT PREDICTION USING NBC 3 (NUCLEAR) REPORT

CONDITIONS:

During combat operations, CPX, FTX, or peacetime contingency, given commander/S2's guidance (to include time available for preparation), a map of the operational area, tape, overlay paper, colored pencils (red, black, blue, green, and yellow), No. 2 pencil, coordinate scale and protractor, and an NBC 3 message.

STANDARDS:

Prepare a detailed fallout prediction on overlay paper from the NBC 3 report that shows the following without error:

1. Location of GZ, the mapscale, and the date-time of the burst.

2. The location of the Zone of Immediate Operational Concern (Zone I) and the extent of the Zone of Secondary Hazard (Zone II).

3. The time fallout will arrive for the hour(s) of interest using time-of-arrival arcs.

PERFORMANCE MEASURES:

1. NBC 3 (Nuclear) Report.

a. The detailed fallout prediction is disseminated in the form of a fallout prediction message, the NBC 3 (nuclear) report, which is produced by the Nuclear, Biological, and Chemical Element (NBCE). This message is used to issue an immediate warning of expected contamination resulting from a nuclear detonation.

b. The NBC 3 format for the report is a series of letter items, preceded by the phrase "NBC 3 (Nuclear)." The NBC 3 format is as follows:

EXAMPLE:

NBC 3 (NUCLEAR)

ALFA	24
DELTA	240700Z
FOXTROT	MN340670 (Actual)
YANKEE	02520292 (Degrees)
ZULU	01903005

c. Explanation of the Report is as follows:

(1) The first line, **ALFA,** is the strike serial number assigned by the NBCE at the operations center responsible for the area in which the strike occurs.

(2) The second line, **DELTA,** gives the date and time (local or zulu) of the burst.

(3) The third line, **FOXTROT,** gives the 100,000-meter-square identification and coordinates of ground zero (GZ).

(4) The fourth line, **YANKEE,** gives the azimuths of the left and right radial lines of the predicted area.

EXAMPLE:

02520292 (degrees).

(a) The first four digits, **0252,** indicate that the left radial line is 252 degrees from the grid north (GN).

(b) The second four digits, **0292,** indicate that the right radial line is 292 degrees from GN.

(5) The fifth line, **ZULU,** has three sets of digits.

EXAMPLE:

01903005

(a) The first three digits, **019,** represent the effective wind speed in kilometers per hour. The effective wind speed multiplied by the time of interest in hours after the burst gives the estimated distance downwind at which fallout will arrive for the hour(s) of interest.

(b) The second three digits, **030,** represent the predicted downwind distance, in kilometers, of the Zone of Immediate Operational Concern (Zone I). The extent of the Zone of Secondary Hazard (Zone II) is twice the downwind distance of Zone I, or 60 kilometers.

(c) The last two digits, **05,** give the cloud radius as 5 kilometers.

2. HOW TO PREPARE A DETAILED FALLOUT PREDICTION.

a. Prediction Plot. Upon receipt of an NBC 3 (nuclear) report, the recipient will prepare a fallout prediction plot on a piece of overlay paper or other transparent material by using the following procedures:

NOTE: Explanation is keyed to sample NBC 3 (nuclear) report on figure 1.

(1) Identify the prediction by marking and labeling some point on the overlay paper as GZ, draw and label a grid north line, and write in the map scale and date-time of the burst **(DELTA 240700).** Reference the overlay with GZ coordinates **(FOXTROT MN340670)** or index points.

(2) From the GZ point, draw the left **(YANKEE 0252)** and right **(YANKEE 0292)** radial lines at the proper azimuths from the grid north line.

(3) Draw an arc between the two radial lines with a radius equal to the downwind distance of Zone I **(ZULU 030)**, using GZ as center. Draw an arc between the two radial lines at twice this radius for the downwind distance of Zone II.

(4) Draw a circle around GZ with a radius equal to the radius of the stabilized cloud **(ZULU 05)**.

(5) Draw tangents from the outer edge of the GZ circle to the points of intersection of the radial lines with the Zone I arc.

(6) Draw as many dashed time-of-arrival arcs between the radial lines or tangent lines as will fall within the zones. Label each time-of-arrival arc as hours after H-hour. Times of arrival are estimated by using the effective wind speed **(ZULU 019)**, as indicated in b below. If a time-of-arrival arc coincides with a zone boundary, extend the zone boundary with a dashed line and label with the appropriate time of arrival.

b. Times of Arrival.

(1) The downwind distances to which fallout will extend in specified periods of time can be estimated by multiplying the effective wind speed by the time of interest expressed in hours after the burst. Determining time-of-arrival arcs representing the expected downwind extent of fallout at prediction. Time of arrival of fallout at a specific distance from GZ can be estimated by dividing that distance by the effective wind speed:

$$\text{Time-of-arrival (hr)} = \frac{\text{distance from GZ (km)}}{\text{effective wind speed (kmph)}}$$

(2) For operational purposes, the following rules of thumb may be applied to the actual arrival of fallout:

(a) The actual arrival of fallout may occur as early as half the estimated time of arrival. That is, if the estimated time of arrival of fallout is H + 4 hours, actual arrival of fallout may occur as early as H + 2 hours.

(b) If actual arrival of fallout has not occurred at twice the estimated arrival time, or 12 hours, whichever is earlier, then it may be assumed that the area will not receive fallout. That is, if the estimated time of arrival of fallout in an area is H + 4 hours and fallout has not occurred at H + 8 hours, then it may be assumed that the area will not receive fallout.

c. Orientation. With the fallout prediction completed, orient overlay on the operations map and estimate the operational impact. To orient the fallout prediction, place GZ of the plot on the map at the coordinates of the actual or assumed GZ, with the GN line pointing toward the grid north.

d. Monitoring and Surveying. Once a fallout prediction is completed and oriented on the appropriate map, the commander and his staff will begin a planning sequence to determine the impact of the fallout on the

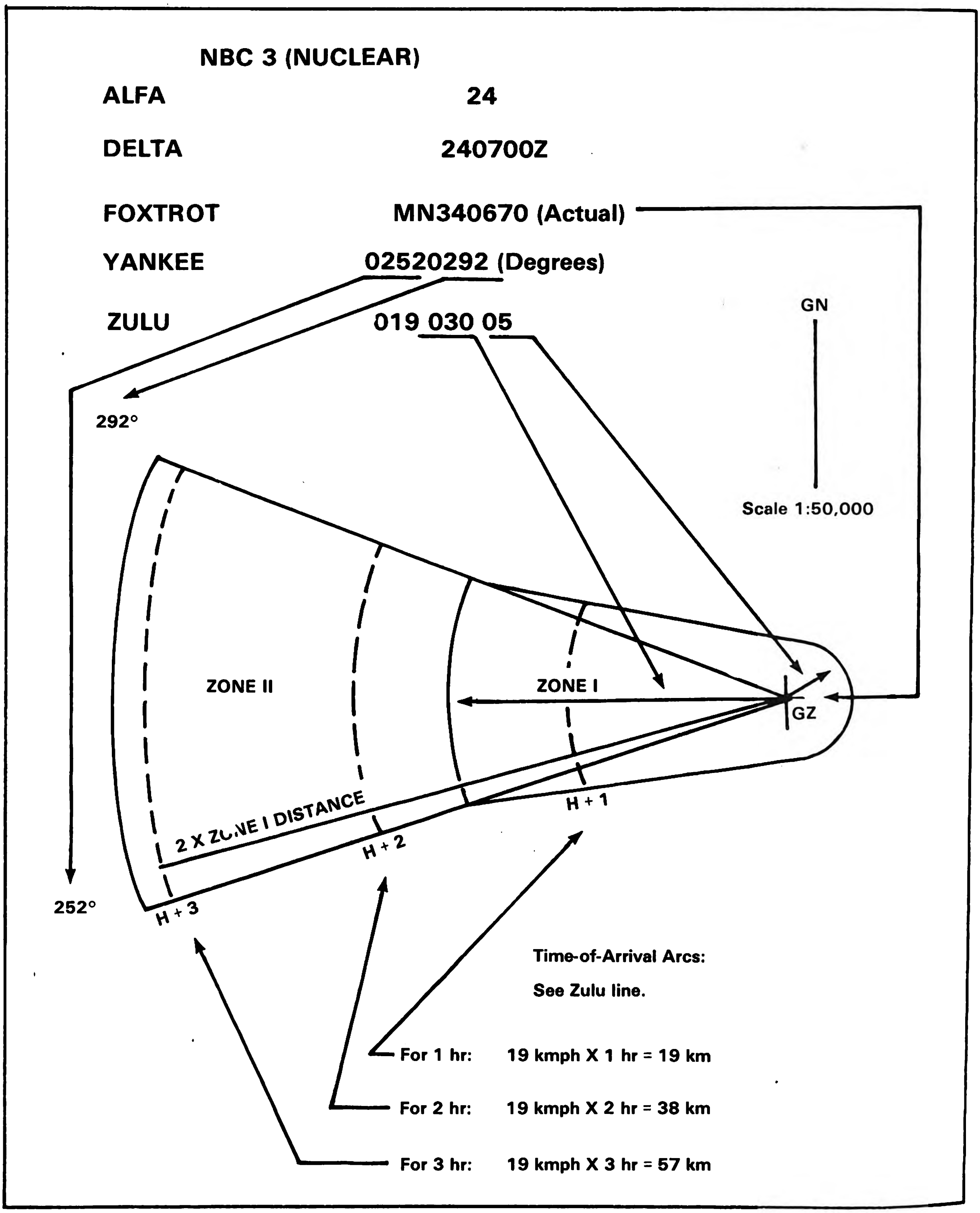


Figure 1. Preparation of a detailed fallout prediction from the NBC 3 (nuclear) report.

scheme of maneuver. Decisions to move troops or equipment should not be made based solely on a fallout prediction. The fallout prediction plot indicates an area within which the fallout is expected to settle on the earth. The only means of determining the exact location of fallout is to wait until the majority has fallen and physically measure the intensity to determine the location of the fallout by radiological monitoring and survey techniques, which are discussed in FM 3-12.

REFERENCES:

FM 3-22, Fallout Prediction, Oct 73 (chap 2, sec II, pages 12 thru 15, para 15 thru 17)

TASK NUMBER: 031-503-2105

RECEIVE AND FORWARD NBC 4 REPORT

CONDITIONS:

As the intelligence sergeant operating in the TOC, given a knowledge of the preparation of NBC 4 reports and incoming NBC 4 report(s) from subordinate unit(s).

STANDARDS:

1. Receive, decode, and interpret initial and subsequent NBC 4 reports from subordinate units.

2. Note whether dose rate readings have been noted as "initial," "increasing," "peak," or "decreasing." Indicate if readings deviate from standard readings.

3. Send the report to the next higher headquarters. As a minimum, it will contain letter items Q, R, and S.

4. Maintain a file of all NBC reports according to area.

PERFORMANCE MEASURES:

1. This report is used for radiation dose-rate measurements. Be sure to maintain a file of all NBC 4 reports. They are used to prepare the NBC 5 reports by the division Nuclear, Biological, and Chemical Element; you may use the NBC 4 report to update the situation map with contaminated areas that may act as barriers to your unit's tactical operations.

2. The incoming NBC 4 report(s) will consist of a series of radiological dose-rate measurements. Each measurement will consist of letter items Q (location of reading), R (dose rate in rad/hour which has **not** been normalized to H + 1 hours), and S (date-time of reading). These letter items will be repeated for each measurement addressed in the report. (See figure 1.)

3. Radiation dose rates are measured in the open, 1 meter above the ground. Other conditions will be specified in the message.

4. Example Situation: Company A, 2d Battalion of the 1st Brigade, is transmitting radiation dose-rate measurements. The call sign of the 2d Battalion is H4X02. The local time zone is HOTEL. An example of the first NBC 4 radiation dose-rate message is given below:

H4X02 .... Callsign 2ND BN

IMMEDIATE NBC 4 .... PRECEDENCE

FROM 25J26 .... YOUR CALLSIGN

QUEBEC LIMA BRAVO ...... LOCATION OF READING

ROMEO 35 INITIAL .... DOSE RATE

SIERRA 201735 HOTEL ...... DATE-TIME OF READING

SAMPLE NBC 4 REPORT FOLLOWS (figure 1):

LETTER	MEANING	EXAMPLE
	Precedence	________
	Date/time (local or ZULU time, state which)	________
	Security Classification	________
	From	________
	To	________
	Type of report	NBC 4 (NUCLEAR)
Q.	Location of reading (UTM).	Q. LB123987
R.	Dose rate (rad/hr). (This is NOT normalized to H + 1 hour.) The words "initial," "increasing," "peak," or "decreasing" may be added.	R. 35 INITIAL
S.	Date/time of reading (local or ZULU, state which).	S. 201735 (local)
		Q. LB 129965
		R. 60
		S. 201650 (local)
		Q. LB 146808
		R. 27 INCREASING
		S. 201710 (local)

Figure 1. NBC 4 report.

REFERENCES:

FM 21-40, NBC (Nuclear, Biological, and Chemical) Defense, Oct 77 (chap 6, page 6-20)

TASK NUMBER: 031-503-2106

RECEIVE/POST/DISSEMINATE NBC 5 REPORT

CONDITIONS:

As an intelligence sergeant, given an NBC 5 report for a single NBC attack in a particular area and a map of the area (for training, a 1:50,000 map is recommended), overlay paper, and colored pencils (red, green, blue, and black).

STANDARDS:

1. Send the completed NBC 5 report to subordinate, attached, and supporting units over the command net. When time permits, overlays of traces of the contour lines should be prepared and sent to subordinate units to supplement the NBC 5 report.

2. Record the arrival of the NBC 5 report and any action taken regarding it in the intelligence daily staff journal report, DA Form 1594. File a copy of the NBC 5 report in the daily staff journal file.

3. Post the plotted contamination contour lines on the staff situation map with correct notations.

PERFORMANCE MEASURES:

1. The NBC 5 report (figure 1) is used to locate the area of chemical, biological, or radiological contamination or hazard. The report is best sent as a trace or overlay if time and distance permit. The NBC 5 report is normally prepared by the Nuclear, Biological, and Chemical Element at division and is disseminated to lower units.

2. When the contamination has arisen from a single enemy or unidentified nuclear burst, the dose rate will always refer to H + 1 hour, and the letter item T will be used. When there have been several nuclear detonations at different times or on different days and no single H + 1 hour is possible, the dose rate will be reported as having occurred at a specified time, using letter item O. Letter items O and T cannot be used in the same report.

3. Colors for plotting contours and when sending the report as a trace are as follows:

Red for 1,000 rad/hr.

Green for 300 rad/hr.

Blue for 100 rad/hr.

Black for 20 rad/hr.

Yellow for chemical and biological contamination or hazardous area.

4. To plot the NBC 5 report on the situation map, first plot all the 1,000 rad/hr 100,000-meter-square identification coordinates. Connect these points with a red line to form a contour line on your map. Repeat the procedure using a green line to mark the 300 rad/hr 100,000-meter-square identification coordinates using a blue line; and finally, plot the 20 rad/hr 100,000-meter-square identification coordinates with a black line to mark the contour. If there are insufficient coordinates to reasonably complete a contour line, then omit that contour line or lines. Annotate contour lines with appropriate dose rates. Since it is possible that the sending element may not have sufficient readings for all four contours, and since it is better to put out what information there is as fast as possible, it is not necessary for an NBC 5 report to contain all four of the contours of different dose rates. Four are given to provide flexibility. (In the example (figure 2), only two are reported.)

5. When a contour closes to form a complete ring, the first coordinate is repeated at the end (see figure 2 for 300 rad/hr).

6. Contour lines must be annotated with the dose rates.

7. Decay rates can be found under letter item R.

8. Users of an NBC 5 report are not confined solely to the use of the letter items shown in the examples; other letter items will be added as needed or as requested.

9. Remember that the time referred to in all NBC reports by NATO forces operating in a NATO area is **ZULU time.**

LETTER	MEANING	EXAMPLE NUCLEAR	EXAMPLE CHEMICAL AND BIOLOGICAL
	Precedence Date/time (local or ZULU time, state which) Security classification From To Type of report	NBC 5 (NUCLEAR)	NBC 5 (CHEMICAL/ BIOLOGICAL)
A.	Strike serial number(s) causing contamination (if known).	A. 24	A. 1
O.	Reference date/time for estimated contours (see note 4 above) when not H + 1 hour.		
S.	Date/time contamination initially detected (chemical or biological) (local or ZULU time, state which).		S. 200800 (local)
T.	H + 1 date/time or date/time of latest reconnaissance of contamination in the area (chemical or biological). State whether local or ZULU time.	T. 201505 ZULU	T. 201045 (local)
U.	1,000 rad/hr contour line coordinates.		
V.	300 rad/hr contour line coordinates.	V. ND 651455 ND 810510 ND 821459 ND 651455	
W.	100 rad/hr contour line coordinates.	W. ND 604718 ND 991686 ND 114420 ND 595007	
X.	20 rad/hr contour line coordinates, or located area of contamination (chemical or biological).		X. CHEMICAL ND 206991 ND 201575 ND 200787 ND 206991

Figure 1. NBC 5 report.

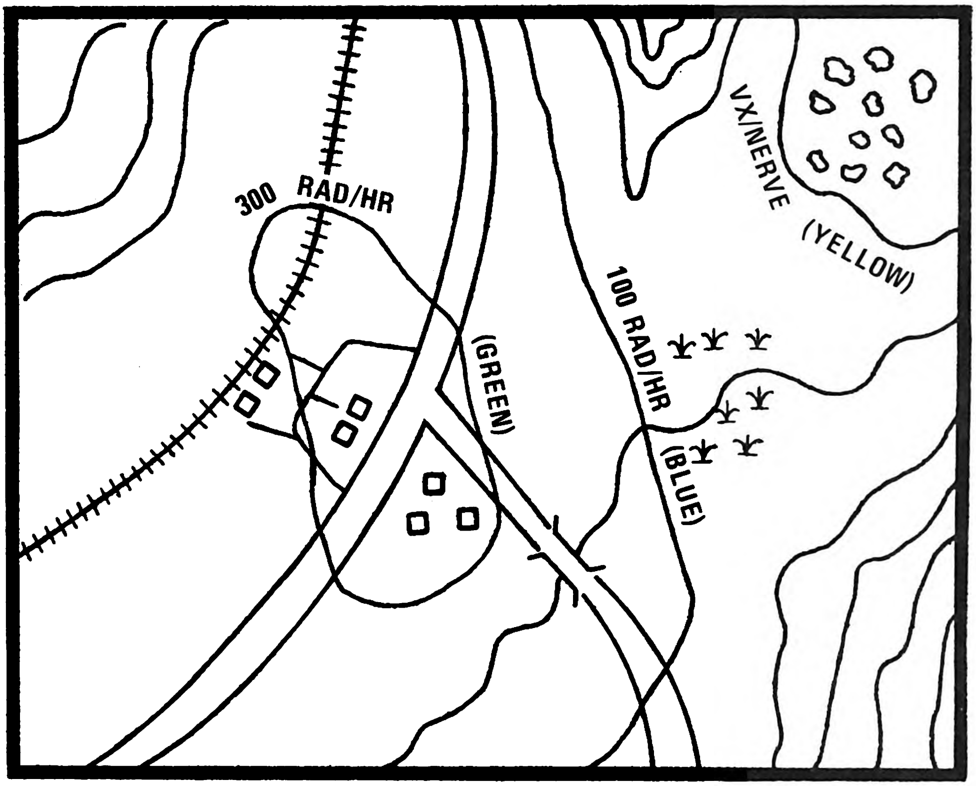


Figure 2. NBC 5 report, plotted using contour lines.

REFERENCES:

FM 21-40, NBC (Nuclear, Biological, and Chemical) Defense, Oct 77 (chap 6, pages 6-12 and 6-22)

TASK NUMBER: 301-336-5309

EVALUATE INCOMING REPORTS (SOURCE/AGENCY AND INFORMATION)

CONDITIONS:

Given a combat or simulated combat environment, incoming reports from sources and/or agencies to be evaluated, and records of previous performance of sources/agencies.

STANDARDS:

1. Pertinent information of the enemy, weather, and terrain, or other essential elements of information (EEI)/other intelligence requirements (OIR) requirements within the area of interest, is isolated for comparison with other available information.

2. Determine and disseminate information not relevant to area of interest to units/agencies which have a use for the information.

3. Determine accuracy of information and assign ratings as specified in performance measures.

4. Determine and assign reliability ratings of source/agency as specified in performance measures.

5. Evaluated information is given to subordinates together with instructions for its dissemination, collection with other information, and/or use.

PERFORMANCE MEASURES:

1. **General.** Evaluation includes determining the pertinence of information, the reliability of the source or agency, and its accuracy. Evaluation of information at the lower echelon is a simple step compared to the procedures at higher echelons. From the viewpoint of the brigade or battalion S2, information relating to the unit's area of interest is pertinent; information not relating to the area of interest may or may not be pertinent. The brigade or battalion S2 may not be able to judge the reliability of a source because the S2 may not have had repeated contact with the source. This difference between higher and lower echelons is largely due to the fact that information received from higher headquarters normally has been processed, evaluated, and interpreted, and the information collected by organic agencies at lower echelons is generally from direct observation or actual contact with the enemy.

2. **Pertinence.** The examination of information for pertinence specifically determines whether or not the information is —

a. Pertinent with regard to the enemy or to the characteristics of the area of operations.

b. Needed immediately, and if so, by whom.

c. Of possible present or future value, and if so, to whom.

3. **Accuracy.**

a. Accuracy means the probable truth of the information. Judgment of accuracy is based on the answers to the following questions:

(1) Is it possible for the reported fact or event to have taken place?

(2) Is the report consistent within itself?

(3) Is the report confirmed or corroborated by information from different sources or agencies?

(4) Does the report agree or disagree in any way with other available information?

(5) If the report does not agree with information from other sources or agencies, which one is more likely to be true?

b. The most reliable method of judging the accuracy of a report is by comparing it with similar information which may already be available under the proper category in an intelligence file or workbook. When possible, the intelligence officer obtains confirming or refuting information through different agencies and from many sources.

c. Marked differences in the evaluation of the accuracy of information may occur between higher and lower echelons. The reason for this difference is the fact that higher echelons, which have more sources of information and intelligence than lower echelons, have a correspondingly greater opportunity to confirm, corroborate, or refute the accuracy of reported data. Regardless of the source, the accuracy of incoming information and intelligence is reevaluated at each echelon.

4. **Reliability.**

a. The source of information and the agency by which it was collected are both evaluated for reliability. The principal basis for judging the reliability of a source or an agency is previous experience. Other criteria include a knowledge of the training, experience, and performance of troop units.

b. The headquarters closest to the source or agency is ordinarily the best judge of its reliability. Consequently, a higher headquarters normally accepts the reliability evaluation of the lower headquarters and will consider only the reliability of the reporting headquarters.

5. **Evaluation Rating.**

a. The evaluation of each item of information is indicated by a standard system. The evaluation of reliability is shown by a letter; the

evaluation of accuracy, by a numeral, as depicted in the paragraphs to follow. Evaluation ratings are made at the lowest headquarters possible.

b. Evaluations of the **reliability** of source and agency are:

A — Completely reliable.
B — Usually reliable.
C — Fairly reliable.
D — Not usually reliable.
E — Unreliable.
F — Reliability cannot be judged.

(1) An A evaluation of a source is assigned under only the most unusual circumstances. For example, this evaluation may be given when it is known that the source has long experience and extensive background with the type of information reported. A rating of B indicates a source of known integrity. An F rating is assigned when there is no adequate basis for estimating the reliability of the source.

(2) Agencies are ordinarily rated A, B, or C. However, when the source of an item and the collecting-reporting agency are evaluated differently, only the lower degree of reliability is indicated.

c. Evaluations of the **accuracy** of an item of information are:

1 — Confirmed by other sources.
2 — Probably true.
3 — Possibly true.
4 — Doubtfully true.
5 — Improbable.
6 — Truth cannot be judged.

(1) If it is certain that the reported information originates from a source other than that for already existing information on the same subject, it will be classified as "confirmed by other sources" and will be rated 1.

(2) If no proof in the above sense can be established, and if no reason exists to suspect that the reported information comes from the same source as the information already available on this subject, it will be classified as "probably true" and will be rated 2.

(3) If the contents of the report are confirmed in essential parts by information already available, the above procedure, (2), will also apply to unconfirmed information contained in the report.

(4) If the investigation reveals that the reported facts — on which no further information is yet available — are compatible with the previously observed behavior of the target, or if the known background of a person leads to the deduction that he might have acted as reported, the information received will be classified as "possibly true" and will be rated 3.

(5) Reported but unconfirmed information, the contents of which contradict the estimate of the development or the hitherto known behavior of the target, will be classified as "doubtful" and will be rated 4 as long as this information cannot be disproved by available facts.

(6) Reported information which is not confirmed by available data, and which contradicts the experience hitherto assumed to be reliable with regard to the development of a target or issue, is classified as "improbable" and will be rated 5. The same classification is given to reported information that contradicts existing data on a subject originally rated 1 or 2.

(7) If the investigation of a report reveals that a basis for allocating ratings 1 to 5 is not given, the reported information will be classified as "truth cannot be judged" and will be rated 6.

(8) The statement that a report cannot be judged as to accuracy must always be preferred to an inaccurate use of the ratings 1 to 5. If there is no sound basis for a rating of 1 to 5, because of the complete absence of other information on the same target, the rating 6 has to be given.

(9) It must be recognized that the scale 1 to 6 does not represent progressive degrees of accuracy. The stress must be given to the literal rating represented by the numeric symbol.

d. Although both letters and numerals are used to indicate the evaluation of an item of information, they are independent of each other. A completely reliable agency may report information obtained from a completely reliable source which, on the basis of other information, is judged to be improbable. In such a case, the evaluation of the information is A-5. A source known to be unreliable may provide raw information that, when confirmed by reliable sources, is accepted as accurate information. In such a case, a report is evaluated E-1. A report evaluated F-6 may be accurate and should not be arbitrarily discarded.

e. A report disseminated to higher, lower, and adjacent units contains the evaluation for each item of information. For example, "The division artillery of the Aggressor 46th Tk Div can fire nuclear rounds of 0.5 KT yield (C-3)."

f. The evaluation and interpretation of information at the brigade and battalion is a simplified mental process; thus, the standard evaluation rating has more limited application. This sytem assists the S2 in processing information received from other headquarters and, when appropriate, to evaluate information he disseminates to other headquarters.

6. **Use of Information.** Once information has been evaluated, it will be of little value unless given to subordinates together with instructions for its dissemination, collection with other information, and/or use.

REFERENCES:

FM 30-5, Combat Intelligence, Oct 73 (chap 5, sec III, pages 5-11 thru 5-13)

TASK NUMBER: 301-336-5510

EXTRACT AND USE INTELLIGENCE DATA FROM THE INTELLIGENCE ESTIMATE

CONDITIONS:

As an intelligence sergeant at battalion level, given an intelligence estimate during combat or peacetime contingency.

STANDARDS:

Review the intelligence estimate to determine new or changed intelligence data which will affect on-going or soon-to-be-implemented operations or plans and —

1. Disseminate the data immediately to the appropriate staff section and affected elements.

2. Update work maps, situation map, and operation orders (by fragmentary orders).

3. Analyze data to determine enemy situation and capabilities, verify spot reports, and identify enemy units and personnel.

4. Disseminate confirmed data in subsequent intelligence summary(s) (INTSUM).

PERFORMANCE MEASURES:

1. The intelligence estimate is a logical, orderly examination of facts concerning the area of operation and the enemy and his effect on the accomplishment of the unit's mission. The estimate reflects all the intelligence available to the individual preparing the estimate; it results in the conclusions he derives after analyzing the intelligence. Preparing an intelligence estimate is a continuing process. As new intelligence is acquired, it is incorporated into the estimate and, depending upon the significance, may result in new conclusions. The estimate is normally prepared by division and higher echelons. It contains intelligence collected by all agencies organic to the preparing unit and all intelligence received from adjacent and higher units.

2. As the intelligence NCO assigned to a battalion or brigade intelligence section, you will receive periodic intelligence estimates from division. These estimates will provide you with a source of intelligence, to include facts on the weather, the terrain, and the enemy forces opposing your unit, and an

estimate of the enemy's probable courses of action. These are facts you will need to prepare the INTSUM; to evaluate, update, and verify information; to identify opposing units; to update your work map and situation map; and to provide other information to the commander.

3. The format of the intelligence estimate is outlined in figure 1. The material following explains where specific information can be found in the estimate.

1. MISSION
2. THE AREA OF OPERATIONS
   a. Weather
   b. Terrain
   c. Other Characteristics
3. ENEMY SITUATION
   a. Disposition
   b. Composition
   c. Strength
   d. Recent and Present Significant Activities
   e. Peculiarities and Weaknesses
4. ENEMY CAPABILITIES
   a. Enumeration
   b. Analysis and Discussion
5. CONCLUSIONS
   a. Best Utilization of Terrain
   b. Probable Course(s) of Action
   c. Vulnerabilities

Figure 1. Intelligence estimate format.

a. Paragraph 1 **(Mission)** is a restatement of the assigned and/or assumed mission of the command.

b. Paragraph 2 **(The Area of Operations)** is divided into three subparagraphs which provide information on the weather, terrain, and other characteristics.

(1) **Weather.** Gives current weather forecast and light data in tabular form, to include beginning of morning nautical twilight (BMNT)

and civil twilight, ending of evening nautical twilight (EENT) and civil twilight, moonrise, moonset, phase of the moon, and other information available.

(2) **Terrain.** Discusses the tactical aspects of the terrain, to include observation and fire, cover and concealment, obstacles, key terrain features, and avenues of approach.

(3) **Other Characteristics.** Usually contains pertinent information on sociology, politics, economics, psychology, and other factors relating to the area.

c. Paragraph 3 **(Enemy Situation)** presents factual data which portrays the enemy situation divided into five subparagraphs:

(1) **Disposition.** Describes the location and development of the enemy, to include the manner in which the enemy is utilizing the terrain. For example, whether he is dug-in, deployed, or moving. This information is normally depicted on the situation and intelligence work maps.

(2) **Composition.** Contains the organizational structure (infantry, armor, or other), specific unit identification, and other order-of-battle information.

(3) **Strength.** Includes enemy strength, which is categorized and described in terms of —

(a) Committed forces.

(b) Reinforcements.

(c) Air.

(d) Nuclear-biological-chemical warfare capability.

(4) **Recent and Present Significant Activities.** Includes the activities in which the enemy is or has been recently engaged.

(5) **Peculiarities and Weaknesses.** Are generally described as:

(a) Personnel. Data relative to enemy authorized strength, morale, and combat efficiency.

(b) Intelligence. Failure of the enemy intelligence or counter-intelligence effort.

(c) Operations. Any use of the terrain, disposition of forces, lack of mobility, or other information which reflects adversely on the enemy's tactical judgment or capability.

(d) Logistics. Shortages or inadequacies of supplies, or failure to equip for existing conditions.

(e) Civil affairs. Attitude of the civil populace toward friendly and enemy forces.

(f) Personalities. Professional competence and known idiosyncrasies of the enemy commander.

d. Paragraph 4 **(Enemy Capabilities).** Includes course of action which the enemy can adopt and which, if adopted, will influence favorably or unfavorably the accomplishment of the friendly mission. A course of action is not, in itself, a prediction of what the enemy will do, but rather it is a briefly and clearly stated description of what the enemy can do.

(1) **Enumeration.** Based on his knowledge of the mission, his analysis of the area of operations, his consideration of the enemy situation (all of which were discussed in the first three paragraphs of the estimate), and our own situation, the writer of the estimate lists the possible enemy course of action. He states WHAT the enemy can do, WHEN he can do it, WHERE he can do it, and IN WHAT STRENGTH he can do it. A completely stated enemy capability includes all of these elements. The considerations affecting their determination are discussed in the next subparagraph.

(2) **Analysis and Discussion.** Based on an analysis of each enemy capability, a judgment is made as to which course of action the enemy is most likely to adopt.

e. Paragraph 5 **(Conclusions).** A summary of the estimator's total consideration of the effects of the weather, the terrain, and the enemy on the unit's mission. The conclusions are stated in terms of the best use of the terrain, the most probable courses of action, and the enemy vulnerabilities.

REFERENCES:

FM 30-5, Combat Intelligence, Oct 73 (chap 6, pages 6-8 thru 6-11, para 6-26 thru 6-32)

TASK NUMBER: 301-336-5513

PREPARE INTELLIGENCE SUMMARY (INTSUM)

CONDITIONS:

As the intelligence sergeant, given information on the enemy situation in forward and rear areas, enemy operations and capabilities, and weather and terrain, and given a specific time period to be concerned with.

STANDARDS:

Prepare a clear and concise summary of the information, covering the specified time period, to be disseminated to higher, lower, and adjacent units.

PERFORMANCE MEASURES:

1. The INTSUM is a brief summary of information of intelligence interest covering a period of time designated by the commander. The length of the time period will vary with the desires of the commander. The INTSUM provides a summary of the enemy situation in forward and rear areas, enemy operations and capabilities, and weather and terrain characteristics. The INTSUM is an aid in assessing the current situation and updating other intelligence reports. Negative information will be included in the INTSUM but nonoperational information will be excluded. The INTSUM reflects the intelligence staff's interpretation and conclusions as to enemy capabilities and probable courses of action.

2. The INTSUM normally is prepared at brigade and higher echelons and is disseminated to higher, lower, and adjacent units.

3. An INTSUM has no prescribed format except that the word "INTSUM" will be the first item of the report. However, when involved in joint service operations, originators of INTSUMs will use the format prescribed in chapter V of JCS Publication 12, a classified document which is used during joint service exercises and operations. (Unessential detail should be excluded from the INTSUM, but, as indicated by the example format, information concerning the issuing unit, date-time group (DTG) of issue, brief discussion of capabilities and vulnerabilities, and conclusions must always be included.) A type format and an example of a division INTSUM are shown in figure 1.

Note: Omit items not applicable unless otherwise indicated. Full distribution not indicated.

1. **Issuing unit** (always included).
2. **Time and date of issue** (always included).
3. **Summary of enemy activity for period.**
   a. Ground activity.
   b. Trace of forward elements.
   c. Potential targets for nuclear weapons.
   d. Nuclear activity.
   e. CB activity.
   f. Air activity.
   g. Other (new tactics, counterintelligence, etc.).
4. **Enemy personnel and equipment losses.**
   a. Personnel (KIA).
   b. Prisoner of war.
   c. Equipment destroyed or captured.
5. **New obstacles and barriers.**
6. **Administrative activities.**
7. **New identifications.**
   a. **Units.**
   b. Personalities.
8. **Enemy movements.**
9. **Estimates number and types of vehicles.**
10. **Weather and terrain conditions.**
11. **Brief discussion of capabilities and vulnerabilities** (always included).
12. **Conclusions** (always included).

IMMEDIATE

TO CG 2D CORPS

INTSUM NUMBER 144 ENDING **Ø4Ø6ØØ PARA 3 ALFA** AGGRESSOR CONTINUED DEFENSE IN ZONE EXCEPT FOR LOCAL ATTACK Ø415 VICINITY R376759 WITH ESTIMATED 9Ø MEN CMM 3 MEDIUM TANKS CMM AND LIGHT ARTILLERY SUPPORT PD ATTACK REPULSED PD **PARA 3 DELTA** ATTACK PRECEDED AT Ø41Ø BY VERY HIGH AIR BURST NUCLEAR WEAPON CMM GROUND ZERO R374761 CMM DELIVERY MEANS UNDETERMINED CMM YIELD ESTIMATED AT Ø PD 5 KT PD **PARA 3 FOXTROT** ATTACK SUPPORTED BY 2 JET ATTACK AIRPLANES BOMBING AND STRAFING VICINITY R396756 FOR 5 MINUTES STARTING AT Ø425 PD **PARA 4 ALFA** CONFIRMED 2Ø KIA CMM ESTIMATED 5 KIA PD **PARA 4 BRAVO** 1Ø INCLUDING 2 WIA PD **PARA 4 CHARLIE** 2 MEDIUM TANKS DESTROYED CMM 1 DAMAGED CMM 1 JET ATTACK AIRCRAFT SHOT DOWN PD **PARA 6** PRISONER STATES AMMUNITION SUPPLY IN FORWARD UNITS RUNNING LOW PAREN CHARLIE DASH 3 PAREN PD **PARA 7 ALFA** PATROL REPORTS BATTERY 152 MM GUN-HOWITZERS AT R3Ø3292 PD PRISONERS CONFIRM LOCATION 2 DELTA BATTALION CMM 17F MECH REGIMENT VICINITY R375758 PAREN BRAVO DASH 1 PAREN PD **PARA 8** AIRBORNE RADAR RECONNAISSANCE DETECTED 1Ø TRUCKS MOVING SOUTH ON ROAD AT R33Ø28Ø AT Ø345 PD **PARA 9** PROBABLY ROUTINE

Figure 1. Sample format and example INTSUM.

SUPPLY VEHICLES PD **PARA 1Ø**
SNOW STARTED AT Ø4Ø545 AND CONTINUING PD GROUND FROZEN HARD AND SUPPORTS ALL TYPES OF VEHICLES PD **PARA 11** LOCAL ATTACK REPORTED PROBABLY WAS TO SEIZE HILL 4Ø5 PD ENEMY IS CAPABLE OF CONTINUING DEFENSE IN PRESENT POSITION CMM MAKING LOCAL ATTACKS TO IMPROVE HIS DEFENSIVE POSITION CMM DELAYING TO STRONGER POSITION ALONG LAURIEX RIVER PD **PARA 12** CONTINUED DEFENSE IN PRESENT POSITION MOST PROBABLE PD

Figure 1. Continued.

REFERENCES:

FM 30-5, Combat Intelligence, Oct 73 (chap 6, page 6-2, para 6-7; app F, pages F-1 and F-2)

TASK NUMBER: 301-336-5211

DETERMINE PRIORITY FOR COLLECTION OF EEI/OIR

CONDITIONS:

As a battalion intelligence NCO during an FTX, a CPX, or combat, given collection planning documents, including essential elements of information (EEI)/other intelligence requirements (OIR) indicators relating to each; list of available collection agencies (to include capabilities and limitations); unit mission, commander's concept of mission, and map covering area of interest; SITMAP posted with current enemy data; the friendly subordinate unit command post overlay to the SITMAP; and paper and pencil.

STANDARDS:

Based on commander's desires and in the time specified:

1. Determine requirements which are most critical to accomplishment of mission, as a choice of courses of action, and recommend to supervisor EEI with the highest collection priority.

2. Determine OIR which are needed first and recommend these to supervisor for collection immediately after the EEI.

3. EEI/OIR which cannot be collected in the time required by available agencies are referred to supervisor.

PERFORMANCE MEASURES:

1. **Intelligence Requirements.** The commander's intelligence requirements are those facts he needs to know concerning the enemy and environment to execute his assigned mission successfully. The collection capabilities of a command are seldom sufficient to satisfy concurrently all intelligence requirements. Therefore, collection resources of a command are directed toward definite intelligence objectives in the priority of need. Such priorities should reflect the criticality of the need for a particular type of information. Unfortunately, no formula can be provided to determine priorities automatically. The determination is largely one of value judgment based on relevancy to the mission. An intelligence priority in one situation or one command may not be a priority in another situation or command. Intelligence requirements generally can be divided into two broad categories: essential elements of information and other intelligence requirements.

a. Essential Elements of Information.

(1) EEI are those critical items of information regarding the enemy and the environment needed by the commander by a particular time to relate with other available information and intelligence to assist him in reaching a logical decision. The decision involves the mission of the command and the choice of courses of action to accomplish the mission. Any enemy capability or characteristic of the area which is a governing factor in the choice of courses of action will be an EEI. Enemy capabilities or area characteristics which may affect but which will not prevent the accomplishment of the mission, regardless of which courses of action are chosen, will qualify as OIR. Care must be exercised to limit EEI to only those critical items of information.

(2) The relationship between EEI and command decisions dictate that the establishment, modification, or cancellation of EEI must have the commander's approval.

(3) Although EEI have a special relationship to the needs of the commander, they may be originated by the staff in the form of recommendations. These recommendations are coordinated and presented by the intelligence officer for command approval.

(4) An item of information or intelligence specified in the unit standing operating procedure (SOP) for collection or dissemination may become an EEI. For example, an SOP may require all units to report immediately such items as "known or suspected targets suitable for nuclear attack or indications of their existence or development."

(5) The nature and number of EEI will vary with the type and phase of an operation and the extent and accuracy of the available information and intelligence. For example, in the planning phase of an airborne operation, there might be two EEI: (1) "What drop or landing zones exist in our objective's area? Special attention . . . "; (2) "What are the enemy's air defense dispositions? Special attention to . . . " During the execution phase of the same operation, the EEI might be reduced to one, the nature of which would be directed toward the enemy's nuclear capability. It may be that limiting EEI to just those major enemy capabilities — attack, defend, reinforce, withdraw — which can impact on friendly mission accomplishment is best. This focuses the commander's attention on the enemy courses of action with which the commander should be most concerned. Normally, in this process, there are no more than two EEI.

b. Other Intelligence Requirements.

(1) OIR pertain to information on other capabilities, vulnerabilities, and characteristics of the area of operations which may affect the accomplishment of the mission. OIR may be collected concurrently with the collection of EEI. In addition, such information of the enemy and of the area of operations which is needed to aid in the interpretation of the results of the collection effort must be collected.

(2) OIR are derived from command requirements which do not qualify as EEI, and from staff requirements. The formulation and/or

announcement of intelligence requirements and the allocation of collection means to meet these requirements are staff responsibilities of the S2.

2. **How to Determine the Priority for the Collection of EEI/OIR.**

a. The mission statement and the commander's concept of the operation will, to a large degree, determine what EEI/OIR are needed and in what priority. For each type of mission (attack or defend) the EEI/OIR are going to be different.

b. Second consideration in determining intelligence requirements and their priorities are the enemy capabilities.

c. The third consideration is intelligence which confirms, alters, or refutes the existing estimate of enemy capabilities and probable courses of action.

d. Each enemy capability listed in the current intelligence estimate of higher headquarters is usually the subject of either EEI or OIR.

e. Often, higher headquarters will require certain EEI/OIR in its intelligence portion of the operation order. Consequently, consideration must be given to prioritizing this among other priorities.

3. **Determining EEI/OIR for an Attack.** During the planning for the attack, the commander needs information of the enemy concerning:

a. Location, type, strength, and movement of enemy units on line and in the reserve.

b. Location, type, nature, and extent of enemy defensive installations, to include supporting weapons, screening units, and obstacles.

c. Location, type, and strength of enemy reserves.

d. Location, number, and type of enemy automatic weapons.

e. Location, number, and type of enemy supporting weapons.

f. Location of enemy outposts.

g. Location of enemy command posts.

h. Location of enemy boundaries.

i. Enemy vulnerability to cover and deception.

j. Observation.

k. Concealment and cover. In planning the attack, consideration will be given to those routes leading to the objective which offer concealment from the enemy's observation and cover from his fire.

l. Location of obstacles.

m. Weather and terrain.

n. Avenues of approach.

o. Location, number, and type of nuclear, biological, and chemical weapons and the method of delivery.

p. Plans and capabilities. The commander is provided insights for developing his plans for the attack through estimates on enemy plans and probable courses of action derived from pattern analysis, signals intelligence, special intelligence units, or other means and agencies. Such indications must be considered in the light of possible enemy deception activities.

q. Command, control, and communications. Knowledge of the enemy's command, control, and communications helps the commander plan effective electronic countermeasures and signals intelligence operations.

r. Determination of the enemy's electronic countermeasures capabilities.

s. Location and type of enemy target acquisition systems.

4. **Information Required during the Attack.** During the attack, the commander requires information of the enemy concerning:

a. Movement of enemy units.

b. Displacement of weapons.

c. Degree of resistance of units on contact.

d. Expenditure of ammunition and resupply activities.

e. Intelligence estimates.

f. Command, control, and communications.

5. **Determining EEI/OIR for the Defense.** In the defense, many of the factors (of weather, terrain, and enemy situation) included in planning for an attack are considered; however, most of the factors take on a new meaning and must be interpreted in a different light. Whereas heavy rain may impede an attack, the rain may be an aid in defense because of its adverse effect on the enemy's capability to attack.

a. Specific requirements for the planning phase of the defense.

(1) Disposition, strength, and morale of enemy units in contact, in reserve, or in position to influence the action.

(2) Location of potential enemy assembly areas.

(3) Location of enemy boundaries.

(4) Number and routes of enemy reconnaissance and/or combat patrols.

(5) Location and type of supporting weapons.

(6) Cover and deception. An assessment should be made to determine the enemy's vulnerability to cover and deception operations and his likelihood of employing cover and deception with his attack.

(7) Observation and fire.

(8) Location of natural and artificial obstacles.

(9) Weather and terrain.

(10) Avenues of approach.

(11) Plans and capabilities.

(12) Command, control, and communications.

(13) Electronic countermeasures.

(14) Location and type of enemy target acquisition systems.

b. Requirements during the defense.

(1) Areas of enemy's main attack and secondary attacks.

(2) Enemy tactics.

(3) Intelligence estimates. Development of a continuing assessment of the enemy's intelligence collection effort.

(4) Command, control, and communications. Continuing efforts are needed during the defense to assess the capabilities of the enemy for executing orders and acquiring information on friendly forces as those capabilities may be affected by friendly electronic countermeasures and other battle actions.

6. **Enemy Capabilities.** The enemy capabilities are always of concern to the commander. Information should be obtained of the capabilities listed below:

a. Attack.

b. Defense.

c. Withdrawal.

d. Reinforcement.

e. Nuclear.

f. Chemical and biological.

g. Air.

h. Electronic warfare.

i. Tactical cover and deception.

7. **Miscellaneous Capabilities.** Stated requirements concerning other enemy capabilities might be:

a. "Will the enemy employ guerrilla forces in conjunction with his attack? If so, when, where, and in what strength?"

b. "Will the enemy infiltrate our lines? If so, when, where, and in what strength?"

c. "Will the enemy employ airborne or airmobile forces in our sector? If so, when, where, and in what strength?"

d. "Will the enemy employ amphibious forces?"

8. **Enemy Vulnerabilities.** Requirements may be designed for developing knowledge of enemy vulnerabilities; that is, any conditions or circumstances which make the enemy vulnerable to neutralization, deception, or defeat. Such requirements are to develop intelligence as to the nature, extent, permanence, or other details of the conditions or circumstances which produce the vulnerability.

9. **Information from Higher Levels.** At battalion level, the S2 will rarely have the assets to obtain all the EEI/OIR required by the commander. (See task: **Prepare Intelligence Collection Plan Worksheet.**) Much of the needed information will have to be requested from brigade and division. Those agencies the S2 has should be selected to gather EEI/OIR, based on:

a. Capability.

b. Suitability.

c. Multiplicity.

d. Balance.

10. **Requirements Referred to Supervisor.** EEI/OIR which cannot be collected in the time required by available agencies should be referred to the supervisor for his action.

REFERENCES:

FM 30-5, Combat Intelligence, Oct 73 (chap 3, sec II, pages 3-5 thru 3-12)

TASK NUMBER: 301-336-5209

PREPARE INTELLIGENCE COLLECTION PLAN WORKSHEET

CONDITIONS:

Given a combat or simulated combat mission, commander's guidance, and the collection assets available.

STANDARDS:

1. The collection plan worksheet is prepared in the format shown in figure 1 of performance measures.

2. Each essential element of information (EEI)/other intelligence requirement (OIR), and the indicators and basis for orders for each, is entered in descending order of priority.

3. Agencies tasked for each EEI/OIR, indicator, or question, are marked in column 4 of the worksheet.

4. Progress, cancellation, and/or modification notes for each EEI/OIR, indicator, or question are placed in column 6 of the worksheet.

PERFORMANCE MEASURES:

1. **Collection Plan.**

a. The collection plan is a means whereby an intelligence officer takes the intelligence requirements as announced by the commander and, by following a logical, orderly process, analyzes the intelligence requirements for indications, translates the indications into specific missions or requests, and tasks collection agencies. It is supplemented, as required, by workbooks and other plans such as aerial and ground reconnaissance plans and observation plans.

b. The collection plan assists the intelligence officer in the coordination and integration of the collection efforts of the collecting agencies and in keeping all elements of the intelligence structure informed of collection activities directed by the headquarters.

c. The collection plan is a continuously changing, working model. Since the collection effort involves continuous planning, an entirely new collection plan is seldom prepared except when a unit first enters combat. The collection plan is continually revised as required. In effect, it is a slate on which new entries are written and from which obsolete entries are removed.

d. Because information requirements are more complex at higher levels of command, the collection plan is normally more extensive at such levels. At any level, however, collection planning is essentially a mental process and the collection plan — regardless of the format being used — is merely an aid to assist the intelligence officer. It is not a substitute for thinking, and is maintained only to the extent that it assists the intelligence officer in planning and supervising the collection efforts.

2. **Format.**

a. The collection plan is not made up in any prescribed form. It can range from a fragmentary worksheet to a long, detailed plan, or it may be a mental plan alone. Although an experienced intelligence officer can formulate his collection plan mentally, the planning of the collection effort is facilitated and is less subject to error when a formal, written collection plan is used.

b. The type and makeup of the collection plan will depend upon the size of the unit, the mission, the situation, and the personalities concerned. At brigade and battalion levels, because of time and operational limitations, the collection plan must take the simplest form possible, consistent with operational necessity. For example, the format of the plan recommended for use at division and higher levels (fig 1), may be modified by eliminating columns 1, 2, and 5. Greater flexibility and mobility in future operations, together with the need for increased speed in the flow of information, may preclude a formal, written collection plan. Regardless of what form of plan is chosen, it must be patterned to meet the intelligence officer's needs at any given time.

3. **Contents of the Collection Plan.** A collection plan includes the following items (fig 1):

a. The EEI and OIR — usually stated in question form.

b. The indications pertinent to the EEI and to OIR.

c. The specific information sought in connection with each indication. This information is the basis for orders and requests to collection agencies.

d. The agencies to be used to obtain the required information.

e. The place and time the information is to be reported, if not specified in the unit SOP.

f. A column to indicate the progress of the collection effort and notes for future action.

4. **Preparation of the Collection Plan** (fig 1).

a. EEI (Column 1). (See task: **Determine Priority for Collection of EEI/OIR.**)

b. Indications (Column 2).

UNIT
Period covered: From: ______________________________ To: ______________________________

(1)	(2)	(3)	(4)	(5)	(6)
			List all available agencies		
Essential elements of information and other required intelligence items	Indications (analysis of items in column (1))	Basis for specific orders or requests	List all available agencies to be used in the collection of required information	Place and time at which information is to be reported	Remarks
List the EEI announced for the operation or period and other required intelligence items, spaced sufficiently to permit entry in column (2) of all indications pertinent to each item.	List opposite each item in column (1) those indications that best provide an answer to the question asked or implied by each item.	List the specific information sought in connection with each indication.	Place a cross (X) under each agency that has or can get the information bearing on each indication. The agency (or agencies) finally selected to obtain the information is indicated by circling X except for SOP items for agencies under the control of the unit.	Place: Headquarters or staff section to which information is to be reported if other than the issuing headquarters. Time may be a specific time periodically, or as the information is obtained.	Notes for future actions and to indicate progress of the collection effort.

NOTE: This plan is recommended for use at division and higher levels.

Figure 1. A collection plan.

d. Because information requirements are more complex at higher levels of command, the collection plan is normally more extensive at such levels. At any level, however, collection planning is essentially a mental process and the collection plan — regardless of the format being used — is merely an aid to assist the intelligence officer. It is not a substitute for thinking, and is maintained only to the extent that it assists the intelligence officer in planning and supervising the collection efforts.

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c. The specific information sought in connection with each indication. This information is the basis for orders and requests to collection agencies.

d. The agencies to be used to obtain the required information.

e. The place and time the information is to be reported, if not specified in the unit SOP.

f. A column to indicate the progress of the collection effort and notes for future action.

4. **Preparation of the Collection Plan** (fig 1).

a. EEI (Column 1). (See task: **Determine Priority for Collection of EEI/OIR.**)

b. Indications (Column 2).

UNIT
Period covered: From: ______________________ To: ______________________

(1)	(2)	(3)	(4)	(5)	(6)
Essential elements of information and other required intelligence items	Indications (analysis of items in column (1))	Basis for specific orders or requests	List all available agencies List all available agencies to be used in the collection of required information	Place and time at which information is to be reported	Remarks
List the EEI announced for the operation or period and other required intelligence items, spaced sufficiently to permit entry in column (2) of all indications pertinent to each item.	List opposite each item in column (1) those indications that best provide an answer to the question asked or implied by each item.	List the specific information sought in connection with each indication.	Place a cross (X) under each agency that has or can get the information bearing on each indication. The agency (or agencies) finally selected to obtain the information is indicated by circling X except for SOP items for agencies under the control of the unit.	Place: Headquarters or staff section to which information is to be reported if other than the issuing headquarters. Time may be a specific time periodically, or as the information is obtained.	Notes for future actions and to indicate progress of the collection effort.

NOTE: This plan is recommended for use at division and higher levels.

Figure 1. A collection plan.

(1) An indication is any positive or negative evidence of enemy activity or any characteristic of the area of operation which points toward enemy vulnerabilities or the adoption or rejection by the enemy of a particular capability, or which may influence the commander's selection of a course of action.

(2) Indications include conditions which result from previous actions or from enemy failure to take action. For example, enemy dispositions may indicate a particular enemy capability or vulnerability. The enemy's logistical situation may favor the adoption of a particular capability or may influence friendly selection of a course of action by indicating an enemy vulnerability. In a nuclear environment, the destruction of large enemy forces by nuclear attack may result in a vulnerability which favors friendly resumption of the offensive. Destruction of river-crossing means in one area by friendly forces may lead to forcing the enemy to cross elsewhere. The presence of obstacles such as areas of poor trafficability may influence the adoption or rejection of a course of action by either force.

(3) Indications provide the basis for orders and requests. The specific information which collection agencies are directed or requested to supply is the information which will confirm or deny the indication.

(4) Intelligence collection agencies must be alert to the fact that indications presented by the enemy may be false. The enemy will go to great efforts to deceive us by portraying indications which point to the adoption of a course of action which he does not intend to adopt. Even though the enemy's intention to attack, withdraw, or defend is known and verified, we can still be deceived as to the strength, location, time, and tactics he will employ.

c. Basis for Specific Orders on Requests (Column 3). Having identified indications which reveal answers to the intelligence requirements, the intelligence officer determines those specific enemy activities which, by their very nature and location, will, if present, establish each of the pertinent indications. These specific items of information constitute a basis for orders and requests to agencies. In formulating the specific items of information required to determine enemy indications, items which afford the best probability of detecting the use of false indications by the enemy must also be formulated.

d. Available Agencies (Column 4).

(1) All available collection agencies usually are listed at the top of column 4. Military intelligence units should be listed specifically. Material furnished by these MI units would include intelligence interrogation, imagery interpretation, and counterintelligence and order-of-battle information. All other units (combat, combat support, and combat service support) with an intelligence collection capability are also listed.

(2) Opposite each basis for specific orders or requests, an X is entered in the column of each collection agency capable of furnishing the required information. The factors of suitability, multiplicity, and balance are

applied, and circles are drawn around the X's of the agencies to be ordered or requested to furnish the information. An exception to this technique is the handling of SOP items for agencies under the control of the headquarters.

(3) The intelligence officer specifically selects those agencies with which he has direct communication. When information is desired from an agency of a higher or lower headquarters, normally the headquarters itself should be listed.

e. Place and Time of Reporting Information (Column 5).

(1) Information may be required by or at a specified time or times, at specified intervals, or upon the occurrence of specific events. A one-time report (for example, on the condition of a river bottom) may be required by a specified time. Reports on certain enemy activities may be desired at specified times. Such reports may be required daily at the beginning of morning nautical twilight and at the end of evening nautical twilight. Reports of other enemy activities, such as movement along particular roads, may be required periodically — that is, "every four hours beginning at 0800." Reports of identification of new units, enemy aerial activity, artillery bombardment, nuclear activity, and similar items are usually required as obtained. Periodic negative reports pertaining to specified activities may also be required.

(2) Entries in column 5 are determined in consultation with the G3/S3. Information which arrives too late is of no value. Information received too soon may be inaccurate by the time it is used.

(3) When the collection agency requires time for preparation, allowance is made for the time needed by the collection agency to issue orders, prepare personnel for the mission, execute the mission, and report the results.

f. Remarks (Column 6).

(1) Miscellaneous notes on the progress of the collection effort and notes for future action are recorded in column 6. A code consisting of plus and minus signs, checkmarks, and crosses may be used for designating whether positive or negative reports were received, whether the information received was adequate, or whether the indication concerned has been substantiated.

(2) Notes on future cancellation or implementation or orders and requests, modifications of EEI and OIR upon the occurrence of specific events, or other actions to be taken as the collection effort progresses are also entered in column 6.

g. Figure 2 is an example of a partially completed collection plan.

UNIT: 2d Mech Bn, 80th Inf.
Period Covered: From: 060800 May To: Duration of defense of SEINE River

(1) Essential elements of information and/or other intelligence requirements	(2) Indications (analysis of items in Column 1)	(3) Basis for specific orders or requests	LIST ALL AVAILABLE AGENCIES																	(5) Hour and destination of reports	(6) Remarks X - Capable of reporting information ⊗- Will receive orders or requests
			Co A	Co B	Co C, 4th Armor	Hvy Mort	Spt Plt	SCOUT PLT	Gnd Survl Sec	Bn OP	Air OP	Patrols	Interrogation team	Comm Plt	Engr Plt, 52d Engr	7th How Bn, 30th Arty	1st Bde, 52d Div	2d Bn, 76th Mech	2d Bn, 81st Mech		
Will the enemy attack? If so, when, where, and in what strength?	a. Massing of mech elements, tanks, artillery, and logistical support.	(1) Report by size and type unit, type of movement, and direction of traffic between the SEINE River and the ridge vic 5047 - 5042. Particular attention to determining termination points (attack positions) of movement.	⊗	⊗		⊗			⊗	⊗	⊗	⊗	⊗			⊗	⊗	⊗	⊗	As observed	Special attention at night and during limited visibility.
	b. Forward units disposed on relatively narrow fronts.	(2) Report gaps between enemy units.	⊗	⊗		⊗				⊗	⊗	⊗	⊗			⊗	⊗	⊗	⊗	As obtained	Reports of location of gaps may indicate enemy flank.
		(3) Report location of enemy flanks.	⊗	⊗						⊗	⊗	⊗	⊗			⊗	⊗	⊗	⊗	As obtained	
	c. Movement of crossing means (amphibious personnel carriers, assault boats, bridge construction material) into the area.	(4) Report movement of river-crossing means (amphibious personnel carriers, assault boats, rafts, timbers, prefab bridge material, helicopters) by type, into covered positions or near the east bank of the SEINE River.	⊗	⊗		⊗			⊗	⊗	⊗	⊗	⊗			⊗	⊗	⊗	⊗	As observed	

Figure 2. A partially completed collection worksheet.

REFERENCES:

FM 30-5, Combat Intelligence, Oct 73 (chap 3 and 4, pages 3-5 thru 4-5)
TC 30-28, S2 Reference Guide, Jun 77 (pages 8 and 9)

TASK NUMBER: 301-341-5301

PREPARE GROUND SURVEILLANCE PLAN

CONDITIONS:

As a battalion intelligence sergeant, under combat or simulated combat conditions, given a current list of the assets of the battalion ground surveillance radar (GSR) section, the recommendations of the GSR section leader, and a list of priorities for radar coverage.

STANDARDS:

Insure that the GSR plan —

1. Locates radar teams to give maximum coverage of critical areas.

2. Includes an overlay depicting radar visibility diagrams.

3. Includes plans to cover significant deadspace with other STANO (surveillance, target acquisition, and night observation) devices or surveillance means.

PERFORMANCE MEASURES:

1. **The GSR plan** itself can be a written plan, an overlay on the situation map, or simply a mental concept. Plans for the employment of GSRs together with the employment of patrols, OP/LPs, unattended ground sensors, and night vision devices make up the **ground surveillance plan.** The ground surveillance plan may be prepared separately as an attachment to the basic operation order, or may be combined with an aerial surveillance and/or target acquisition plan as the basic surveillance plan. The key to preparing the ground surveillance radar plan is to understand what the radar sets used by your battalion can do for you.

2. The primary mission of the GSR section is to detect and identify moving targets within preselected avenues of approach and to provide limited broad battlefield surveillance. You should be aware that the ground surveillance section at battalion is capable of supporting your battalion's tactical mission in the following ways in addition to the obvious uses during periods of poor or limited visibility.

a. Monitor point targets such as bridges, defiles, and road junctions. Accurate feedback can be gained on type of target, numbers and direction, and speed of movement.

b. Search known, likely, and suspected enemy positions.

c. Assist the visual observation of units during daylight by detecting and identifying targets partially obscured by haze, bright sunlight, and smoke. This capability can be particularly valuable at the far end of the radar's range.

d. Survey final protective fire areas, barrage locations, and prepared targets to facilitate the delivery of timely and effective fire.

e. Survey areas of nuclear and nonnuclear fires to detect enemy activity afterward and assess the effect of fires.

f. Aid in controlling units during offensive operations. They can be particularly effective in aiding the control of night attacks.

g. Vector patrols through barriers when pinpoint accuracy is not required. (This capability is limited in current ground radar.)

h. Identify patrols or units by prearranged signals, such as the swinging of a helmet, when other communication has failed or is undesirable.

3. Keeping these capabilities in mind, together with the characteristics and limitations of the radar sets available to support you, will insure that you employ radar to maximum effect in preparing your GSR plan.

4. The battalion S2 has primary staff supervision over the tactical employment of the ground surveillance section. The S2, after coordination with the S3, FSCOORD, and the ground surveillance section sergeant, recommends the method of employment to the commander. In creating the GSR plan, the S2 should consider certain concepts of employment in addition to the characteristics and capabilities listed above.

a. Radar teams should be employed well forward on dominant terrain to take full advantage of the range capability. (The standard battalion radar, the AN/PPS-5A, has a minimum range of 50 meters and a maximum range of 10,000 meters for moving vehicles, or 6,000 meters for moving personnel. The radar found at division artillery, the AN/TPS-25A, can locate moving vehicles at 18,280 meters and moving personnel at 4,500 meters.)

b. Radar may be effectively employed in conjunction with OPs, though radar personnel should **not** be used to man OPs unless absolutely necessary.

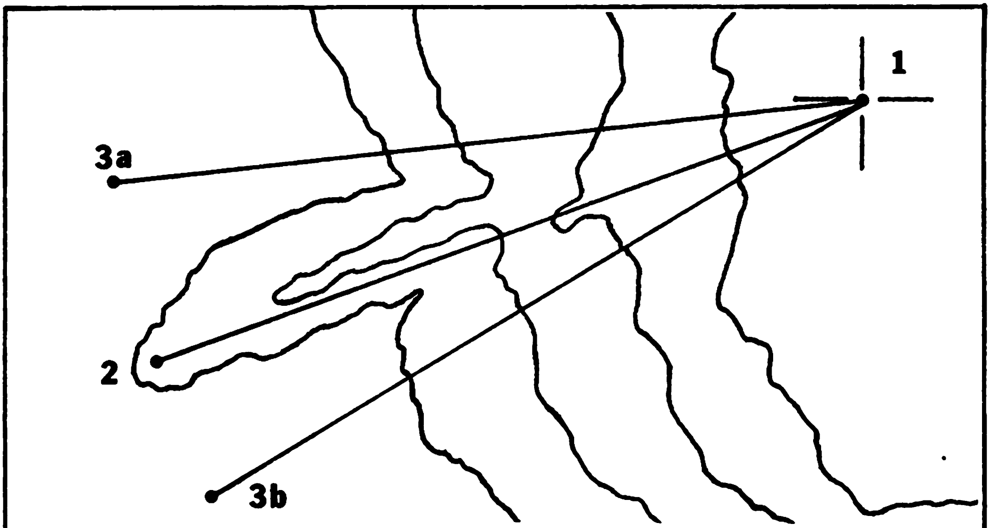
c. Whenever possible, plan to give radar teams direct communication with the supporting artillery fire direction center. Specific site selection should avoid ground clutter such as trees, bushes, or buildings as much as possible.

d. Remember to plan to use radar to maintain surveillance over small critical points or areas (road junctions, bridges, suspected assembly areas) since one section cannot effectively cover a large number of points. Overall, the area of surveillance is normally the zone of action of the supported unit plus any areas of interest of supporting artillery.

e. In preparing the GSR plan, make maximum use of all assets to complement each other. The plan should be dovetailed into plans for the use of aerial recon, patrol plans, plans for night observation devices, and unattended ground sensor plans if such assets are applicable or available.

5. The key to preparing a GSR plan is to employ radar teams so that their capabilities are utilized to the maximum and their weaknesses are minimized. The limitations of radar sets must be recognized; other assets must be employed to cover deadspace which radar cannot cover. Remember that radar is line of sight only. It has a limited foliage penetration capability. All radar sets have a minimum range limitation which must be considered. Minimum range of the AN/PPS-5A is 50 meters, for example. The radar visibility diagram is constructed on overlay paper to show the areas within the limit of search of the radar that are masked or hidden from view of the radar set.

6. The radar visibility diagram (fig 1) is constructed as follows:



1. Plot radar location with tick mark.

2. Plot maximum range of radar.

3. Plot fan(angle) of radar coverage and extend to limit of maximum range.

4. Apply a profile scale to the diagram to determine deadspace within fan of coverage.

Figure 1. Radar visibility diagram.

a. Orient your overlay paper to the map. Mark the overlay in reference to the map with reference marks at the intersection of grid lines .Secure the overlay to the map. Use a tick mark (-¦-) to mark your radar position. Plot the maximum range of the radar and mark this point with a dot. Connect the two points with a straight line.

b. Measure and mark the angle to be searched. In the case of the AN/PPS-5, the angles of search on automatic are 100°, 90°, 60°, and 30°. To cover the greatest area, use one of the larger angles. Use two dots to mark the angle from the tick mark indicating the radar position. Extend the lines out to the maximum point of search, or 10,000 meters.

c. Carefully check the area within the angle of search for deadspace which your line-of-sight radar cannot scan. You may identify deadspace by making a map analysis of the terrain within the angle scanned by the radar, but a terrain profile is more accurate. You must know where the deadspace exists in order to fill gaps in your coverage by other means such as unattended ground sensors, patrols, OPs, or aerial reconnaissance. The only accurate way to determine deadspace is by constructing and using the terrain profile. Paragraph 6-4 of FM 21-26 is the basic reference on constructing a terrain profile. Shade in all masked areas identified by the profile scale on the overlay.

d. Repeat these steps for each visibility diagram.

7. The **GSR plan** maximizes the effective employment of your GSR support. It is depicted by the use of the radar visibility diagram. The GSR plan is one complementary part of the ground surveillance plan.

REFERENCES:

FM 21-26, Map Reading, Jan 69, C1 (chap 6, page 6-11, para 6-3b and 6-5)
FM 31-100, Surveillance, Target Acquisition, and Night Observation (STANO) Operations, May 71 (chap 9, pages 9-1 and 9-2, para 9-1 thru 9-4)
FM 71-2, The Tank and Mechanized Infantry Battalion Task Force, Jun 77 (chap 6, pages 6-10 thru 6-12)

TASK NUMBER: 301-336-5714

PREPARE PATROL PLAN

CONDITIONS:

As an intelligence sergeant, given commander's planning guidance, essential elements of information (EEI), the current friendly and enemy situation, a situation map, the current ground surveillance plan (less the patrol plan), and a list of available patrolling assets to include personnel, time, and special equipment.

STANDARDS:

The plan must, as a minimum:

1. Complement other elements of the ground surveillance plan so that the area of responsibility is effectively covered with the assets available.

2. Be coordinated with the S3.

3. Include a written or oral briefing for a patrol, stating the enemy situation and the specific information which the patrol is tasked to bring back.

PERFORMANCE MEASURES:

1. The S2's interest in patrol planning is in the gathering of combat intelligence. The patrol plan is one element of the **ground surveillance plan.** The patrol plan **complements** the other components of the ground surveillance plan. Thus, the patrol plan should be dovetailed into the **ground surveillance radar plan**, the use of **OPs/LPs, unattended ground sensor** support, and the employment of **night observation devices.** Patrols should also complement the **aerial surveillance plan** and should be carefully coordinated with other ongoing and planned **tactical operations.**

2. The patrol plan is based on the mission, the commander's planning guidance, and the determination of specific EEI. Simply stated, you must determine what information you need to do your job. **The information that you don't know will drive your collection effort.** The S2's primary interest in patrolling is **to collect information** or to **confirm information** already gathered.

3. Patrol planning must be done in **close coordination with the S3.** If done effectively, centralized patrol planning will use the assets of the rifle companies and the recon/scout platoon and prevent wasted effort. The

keynote should be to plan patrols geared to a specific purpose. Coordination with the S3 is important so that the information arrives in time to aid in planning other operations. On the other hand, patrols must not be sent out so early that the information gathered is outdated before the beginning of the operation which it was intended to support.

4. Whatever the purpose — whether route reconnaissance, a prisoner snatch, or to gather or confirm information about enemy location, capabilities, or intentions — it is critical that patrols be given specific tasks. The patrol's job is made easier and the collection effort is enhanced by a **thorough briefing** prior to the patrol's departure. The patrol should be tasked with the most **specific indicators** that you can give them. Specific requests for information, whether it be collar insignia or soil samples from a river bottom, leave little room for individual interpretation or errors in analysis by the patrol. Do not forget that patrols may be usefully employed in a static surveillance role as well as in the usually used active role.

5. Patrols should be planned early enough to give the tasked unit time for its own necessary planning and preparation. The time will vary with the type and duration of the mission, the need for special equipment, and how accustomed the unit is to patrolling operations. Patrol planning should be accomplished with full knowledge of the capabilities and limitations of subordinate units being tasked.

DATE: ____________________

Patrol number	No 1	No 2	No 3
Unit assigned			
Task			
Type			
Size			
Route or zone			
Time of departure			
Time of return			
Location of checkpoints			
Method of reporting			
Fire support plan			
Special equipment			

Figure 1. Type patrol plan.

6. Patrols should be **tailored** to the specific intelligence required. Don't, for example, depend on a patrol leader with only light infantry experience to analyze a route for trafficability of armored vehicles. Consider planning in coordination with the S3 for the attachment of any necessary **personnel with special skills** or qualifications. For example, a specific mission may require the use of interpreters, guides, demolition specialists, pathfinders, or USAF combat control teams.

7. Integrate your patrol plan with the **situation map.** Using a **patrol overlay** with the situation map is a good way to pull your collection effort together. Using the overlay technique will insure that your patrol plan **complements** other elements in the **ground surveillance plan** and is dovetailed into the plans for **aerial surveillance** and other **combat operations.** You will readily see gaps in coverage, and be able to plan for multiple collection agencies to confirm each other and prevent unnecessary duplication of effort.

REFERENCES:

FM 21-75, Combat Training of the Individual Soldier and Patrolling, Jul 67 (chap 12, page 89, para 117 thru 130)
FM 30-5, Combat Intelligence, Oct 73 (chap 3, page 3-15, para 3-24 and 3-25; chap 4, page 4-3 thru 4-10)
TEC Lesson 951-071-0250-F, Patrol Planning and Preparation

TASK NUMBER: 301-336-5713

BRIEF PATROL LEADER

CONDITIONS:

As an intelligence sergeant during an FTX or combat, given a requirement to brief a patrol leader, supervisor's guidance, mission, and current enemy situation.

STANDARDS:

The briefing will include items outlined in performance measures.

PERFORMANCE MEASURES:

1. Patrolling is an integral part of combat operations, whether it be for a reconnaissance patrol or a combat patrol. Although the S2 has staff responsibility for reconnaissance patrols, and the S3 has staff responsibility for combat patrols, both the S2 and S3 must continuously coordinate with each other. Units below battalion normally have a requirement to establish routine patrols for providing local security and for establishing and/or maintaining contact with nearby friendly units. For these patrols, it is only necessary for the units to notify battalion. For nonroutine patrols, commonly those dispatched by battalions and higher units, orders are issued by the appropriate staff section. The briefing for the patrol leader will normally take place at the TOC where the responsible section will have access to the most current information and updated maps. The section having staff responsibility for the type of patrol (reconnaissance - S2; combat - S3) issues the order, with other staff members presenting briefings on matters related to their areas of responsibility.

2. During the briefing of the patrol leader, the following, as a minimum, must be covered:

a. **Mission.** A patrol is assigned only one mission. The essential tasks required to accomplish the mission are the tasks of the elements and teams of the patrol. The mission may be very specific, or it may be general. Whether specific or general, the mission must be clearly stated, thoroughly understood, and within the capabilities of the patrol.

b. **Enemy Situation.** The patrol leader must be briefed on the current enemy situation, especially in the patrol area of operation.

c. **Orders to the Patrol Leader.** Orders providing the patrol leader the information, instruction, and guidance necessary to enable him to plan, prepare, and conduct the patrol are usually issued orally, either as an informal briefing or as a standard operation order.

d. **Control.** The commander dispatching a patrol is limited in the degree of control he can exercise over the patrol after it has departed friendly areas. The means for achieving the desired degree of control must be included in the orders issued to the patrol leader:

(1) Time of departure and/or return may be stated in general terms, such as "Leave (or return) after dark," or "Leave (or return) before daylight." Specific times may be given to prevent congestion in an area, reduce possibility of contact between patrols, and provide strict control. Information secured by a reconnaissance patrol may lose its value if not received by a certain time, or future operations may hinge on the results of a combat patrol. Similarly, a patrol may be required to accomplish its mission at, or within, a certain time. For example, a patrol may be required to destroy a communications center at, or by, a certain time in order to assist a planned attack. When there is a reasonable chance that, despite its best efforts, a patrol will not be able to accomplish the mission and comply with time restrictions, the order must state which has priority — accomplishment of the mission has first priority, but determination of priority is the commander's responsibility.

(2) Checkpoints may be used as a control measure by requiring the patrol to report upon reaching the vicinity of a checkpoint.

(3) Route(s) may be generally defined or specifically prescribed.

(4) General route may be defined by a series of checkpoints over or near which the patrol is required to pass.

(5) Exact route is seldom prescribed, except in route reconnaissance or when close control of movement is desired.

(6) Point of departure of friendly areas may be prescribed.

(7) Point of reentry of friendly areas may be prescribed. Reentry at point of departure may be directed or, to reduce danger of ambush, reentry at a different point may be specified.

e. **The Communications Plan.** This plan specifies reports to be made and methods of transmission. Radio is usually the best means, with the type of radio used determined by the distance the patrol must travel, availability of radios, field expedient antennas, qualified operators, and method of movement.

(1) Simple, prearranged codes and code words are used to reduce transmission time and decrease the possibility of compromising the mission.

(2) Pyrotechnics (flares or smoke) may also be used, but they increase possibility of detection.

(3) Prearranged code words or pyrotechnics may be used to indicate departure from friendly areas, arrival at checkpoints, accomplishment of mission, or other desired information.

(4) Messengers may be used in some situations. They are the only means for sending back written material, items of equipment, and prisoners.

f. **Miscellaneous.** Any peculiarities about the mission or what the patrol has to accomplish must be specified.

g. **After-Action Report.** Inform the patrol leader where the debriefing will take place and that he has a requirement to submit a patrol report upon completion of the mission.

REFERENCES:

FM 21-75, Combat Training of the Individual Soldier and Patrolling, Jul 67 (chap 11, pages 84 thru 86)

TASK NUMBER: 301-336-5715

DEBRIEF PATROL

CONDITIONS:

As an intelligence sergeant, given a patrol just returned from an operation, a copy of the patrol report format, and knowledge of the special intelligence requirements with which the patrol was tasked.

STANDARDS:

1. Insure that the debriefing is conducted as soon as possible after the patrol returns to friendly lines.

2. Insure that all squad members are present for the debriefing.

3. Use the standard patrol report form (STANAG 2003) during the debriefing as a guide.

PERFORMANCE MEASURES:

1. All patrols should be debriefed **as soon as possible** upon their return to friendly positions. When possible, the S2 or the intelligence sergeant should either conduct the debriefing or at least be present for the debriefing conducted by a platoon leader or company commander. Early debriefings insure that maximum information can be gleaned while still fresh in the minds of the patrol members.

2. The standard **patrol report** (figure 1) should be filled out on the conclusion of a patrol and can also be used as a guide for the **oral debriefing.** Time and effort can be saved by a thorough briefing using a copy of the patrol report, as shown in figure 1, before the patrol departs on its mission. The point is to explain exactly what items of information are needed. When this is done, the patrol is alerted to bring back specifics rather than broad generalizations or impressions. This is further facilitated in patrol planning by forming specific intelligence requirements. The patrol leader may be required to fill out the patrol report himself. This is most likely to happen when heavy patrolling activity is going on throughout the unit. A more satisfactory and timely product results in most cases, however, when the written report is prepared by the debriefer. The debriefer could be the S2, the S2 sergeant, a platoon leader, a company commander, or his executive officer.

PATROL REPORT

(OMIT HEADING(S) NOT APPLICABLE)

(DESIGNATION OF PATROL) (DATE)

TO: ....

MAPS: ....

A. SIZE AND COMPOSITION OF PATROL

B. MISSION

C. TIME OF DEPARTURE

D. TIME OF RETURN

E. ROUTES (OUT AND BACK)

F. TERRAIN

(Description of the terrain — dry, swampy, jungle, thickly wooded, high brush, rocky — deepness of ravines and draws; condition of bridges as to type, size, and strength; effect on armor and wheeled vehicles.)

G. ENEMY

(Strength, disposition, condition of defense, equipment, weapons, attitude, morale, exact location, movements, and any shift in disposition; time activity was observed; coordinates where activity occurred.)

H. ANY MAP CORRECTIONS

J. MISCELLANEOUS INFORMATION

(Including aspects of nuclear, biological, and chemical warfare.)

K. RESULTS OF ENCOUNTERS WITH ENEMY

(Enemy prisoners and disposition; identifications; enemy casualties; captured documents and equipment.)

L. CONDITION OF PATROL INCLUDING DEPOSITION OF ANY DEAD OR WOUNDED

M. CONCLUSIONS AND RECOMMENDATIONS

(Including to what extent the task was accomplished and recommendations as to patrol equipment and tactics.)

SIGNATURE GRADE RANK ORGANIZATION UNIT OF PATROL LEADER

N. ADDITIONAL REMARKS BY INTERROGATOR

SIGNATURE GRADE RANK ORGANIZATION UNIT OF INTERROGATOR TIME

O. DISTRIBUTION

Figure 1. Patrol report form.

3. Insure that the debriefing procedure and the manner of completing the patrol report are made a matter of unit SOP. (Soldiers and leaders should know exactly what to expect.) You should aggressively go to the units to collect information and personally conduct debriefings when possible. Obviously, the time will come when activity is so heavy that it is impossible to do this. The key then is to plan for this contingency and insure that company commanders and platoon leaders have been trained in basic intelligence skills and are capable of conducting effective debriefings.

4. Insure debriefings are conducted with **all patrol members present,** if at all possible. When all members are present, each individual's view of events can be easily expanded and the individual's memory stimulated by other observations. Maintain an **informal and informative atmosphere** to aid an easy flow of information. Don't proceed like an interrogator with a hostile prisoner.

5. The **patrol report** together with the specific intelligence requirements given the patrol should **guide your debriefing.** It is neither necessary nor desirable, however, to rigidly follow the format. Modify the sequence to suit your questioning technique and the information needed. Insure that you have carefully thought out and formed specific questions before the debriefing begins. You must, however, be capable of effective interaction with the soldiers being debriefed and depart from your planned procedure to pursue a new line of information that develops in the course of the debriefing. When available, a tape recorder is a useful tool to put together the patrol report and to analyze the patrol's comments later.

REFERENCES:

FM 21-75, Combat Training of the Individual Soldier and Patrolling, Jul 67 (chap 11, page 86, para 116j and figure 65)
TEC Lesson 951-071-0249-F, Patrolling - Reconnaissance Patrol

TASK NUMBER: 071-332-5500

REQUEST PREPLANNED/IMMEDIATE TACTICAL AIR RECONNAISSANCE

CONDITIONS:

As intelligence sergeant, during combat, simulated combat, or peacetime contingency, given unit SOP, and the air reconnaissance/surveillance request form standardized by your unit. (Joint Tactical Air Reconnaissance/Surveillance Request Form, JCS Pub 12, vol II, app E, will be used if no other form is specified.)

STANDARDS:

1. For a preplanned request, all relevant items on the request form will be completed and transmitted to the next higher unit S2.

2. For an immediate request, the essential elements as specified by unit SOP or as indicated on the request form will be completed and transmitted to the air liaison officer (ALO) attached to your unit.

PERFORMANCE MEASURES:

1. As an intelligence NCO at any level, you will be required to request air reconnaissance missions to support operations. Air reconnaissance is one of the tools available to the battalion and brigade S2 to extend the unit's ground reconnaissance capability. Army, Air Force, Navy, and Marine air assets are available for reconnaissance missions. Broad air recon capabilities include day or night operations to collect information about terrain and weather, and the disposition, composition, movement, installations, lines of communication, and electromagnetic emissions of enemy forces. Air recon assets may be employed on systematic or random surveillance of the battle area. Air reconnaissance requests should be planned to extend the coverage of the ground surveillance plan or to confirm information from other sources and agencies.

2. Air reconnaissance assets may be requested either as **preplanned** missions or as **immediate** missions. Preplanned air recon missions are more economical and more efficient missions because they allow time to coordinate, plan, and brief, and for higher headquarters to consolidate air mission requirements. Preplanned requests allow time to select and allocate the best aircraft and sensors for the specific mission. Preplanning also helps to eliminate waste by programming all available assets for specific mission accomplishment. Preplanned air recon missions also permit the necessary interpretation, integration, and dissemination of information to be programed into the total effort.

3. There are four broad types of air reconnaissance that can aid you in accomplishing your mission.

a. **Visual reconnaissance** consists of area search, specific search, route reconnaissance, and fire adjustment. Visual air recon or surveillance is the most rapid way to get information from an aircraft. In many cases, you may be able to get direct and on-the-spot reports from the aircraft over the area of interest. These reports are termed inflight reports. Inflight reports are normally amplified by mission reports (MISREP). The MISREP is normally submitted within 30 minutes after the aircraft lands.

b. **Permanent record imagery** is essential to plan and execute operations when the **most detailed and accurate** information is necessary. The resulting images can be studied, analyzed, and interpreted much more accurately than visual reconnaissance reports. Permanent record imagery is gained through **photography, infrared sensory devices,** and **radar sensory devices.**

(1) **Photographic assets** include black and white, color, infrared, and camouflage detection films. Air photography is classified according to **camera position** (vertical, oblique, or panoramic) and **area coverage** (pinpoint, strip, area).

(2) **Infrared sensory devices** detect thermal radiation from the terrain and from objects on the terrain. Infrared systems operate most effectively at **low altitudes** and are limited to the area **directly below the aircraft.** As a result, IR is normally used for point, linear, or small area targets. With prior coordination, immediate inflight feedback can be provided to the requesting units through ground sensor terminals and from inflight readings of the display on the observer's console.

(3) **Radar sensory devices** include such equipment as SLAR (side-looking airborne radar). SLAR is an **active electronic device** that emits energy and senses the emitted energy that is reflected by terrain or objects. SLAR can be used to **detect fixed targets or moving** targets and can provide immediate returns as with IR devices.

c. **EW (electronic warfare) reconnaissance** provides electronic order-of-battle information by **detecting, locating,** and **identifying high threat communications-electronics emitters** employed with weapons systems on the battlefield.

d. **Weather reconnaissance** is the last of the four types of air recon missions. Weather data can be obtained from visual observation and airborne weather and space indication devices. Weather data is used to update weather forecasts and as aids in making operational decisions.

4. In addition to knowing the nature of the reconnaissance mission which you are to request, you must know how to attach a **priority** to the request. There are three priorities agreed on by the Army and Air Force for joint operations. These priorities for air reconnaissance are explained in JCS Pub 12, vol 2.

a. Priority Number 1 (Emergency): Targets which require immediate precedence over all other categories of mission priority.

b. Priority Number 2 (Priority): Targets which require immediate action and take precedence over routine targets.

c. Priority Number 3 (Routine): Targets of opportunity or targets which do not demand urgency in execution.

5. Your knowledge of request priorities and the types of air reconnaissance missions which can support your operations must be reinforced with knowledge of the air recon assets available in your operational area. Check with the ALO in the tactical air control party (TACP) assigned from battalion level on up. He will be able to give advice on what assets and capabilities exist and how they can best be utilized to give you the results needed to plan operations. The TACP at division level includes a specialist in aerial reconnaissance. The specific **format** used to **request air reconnaissance and surveillance** is subject to variation between major commands. The specific form used by your unit should be specified in your SOP. Currently, the most accepted format (with minor modifications) is the Joint Tactical Air Reconnaissance/Surveillance Request Form as depicted in JCS Pub 12, vol 2, app E (see figure 1).

6. As you look at the recon request in figure 1, note the encircled letter items in the far left column. These items contain the information which the Army and Air Force have agreed upon as being the essential information for all requests. This minimum requirement is designed to expedite immediate requests. Consider noting on your request whether **prior coverage** of the target area has been acceptable.

7. Be as accurate as possible in listing the specific information required. Avoid the use of expressions such as "report items of military significance." The nature of the information required will help determine the type aircraft and equipment needed to provide the most accurate feedback. Air crews may also use this request form as a briefing aid for preplanned missions.

8. Once the request form is filled out, it is simply transmitted to your next higher S2. The request follows S2 channels to the level where aircraft are allocated. Unless noted otherwise by SOP, the requirements for **preplanned** and **immediate** air recon requests are based on urgency rather than significant changes in requesting procedures. Preplanned requests permit better planning and allocation of resources. When an urgent requirement for immediate air reconnaissance exists, the same air recon request shown in figure 1 is utilized. The **immediate request,** however, requires only that the **six encircled letter items** be forwarded **to facilitate prompt execution** of the required mission. The primary difference between the immediate and preplanned request is in the streamlined channel by which the immediate request is transmitted. Preplanned requests begin with the requesting unit's S2 and follow S2 channels to the tactical air support element (TASE) in the tactical operations center (TOC) at theater-army level. The immediate request is transmitted much more directly. The requesting unit's S2 simply insures that the ALO at his level (or the next higher if a TACP is not assigned at battalion) is apprised of the request. The ALO transmits the immediate air reconnaissance request directly to the corps level (or separate division) direct air support center (DASC). Corps may allocate resources or forward the request to the theater-army level if corps has exceeded its allocations.

JOINT TACTICAL AIR RECONNAISSANCE/SURVEILLANCE REQUEST FORM

(L.) REQUEST NO. ________ PREPLANNED: PRECEDENCE ________ PRIORITY ________ IMMEDIATE: PRIORITY ________

FROM:
TO:

M. TYPE RECON REQUESTED:

	A.	B.	C.	D.
1. TYPE MISSION	VISUAL	IMAGERY	WX	
2. TYPE COVERAGE	STRIP/LOC	PINPOINT	AREA	AFLOAT
*3. SENSOR	OPTICAL	IR	SLAR	LASER E. OTHER
*4. TYPE PHOTO	VERT	OBLIQUE	PAN	STEREO
*5. TYPE FILM	B&W	COLOR	IR	CAMFLG DET

☐ APPROVED
☐ DISAPPROVED
BY/REASON
SENT — TIME / BY
RECEIVED — TIME / BY
CHECKED BY

(N.) MAP REFERENCE:
PRODUCER 1. AMS 2. ACIC/DMAAC 3. NAVOCEANO 4. OTHER (SPECIFY) ________
SERIES ________ SHEET ________ EDITION ________ DATE ________

(O.) TARGET COORDINATES AND DESCRIPTION:
1. UTM/LAT-LONG ________ 2. OTHER ________
3. TARGET DESCRIPTION:

A. AIRFIELD	F. COMM/ELEC/RADAR	K. MISSILE SITE-OFFENSIVE
B. ARMOR	G. DEFENSIVE POS/STRONG POINT	L. R/R YARD
C. ARTILLERY	H. HARBOR/PORT FACILITY	M. STORAGE AREA
D. BARRACKS	I. LOC	N. TROOPS/VEHICLES
E. BRIDGE	J. MISSILE SITE-DEFENSIVE	O. OTHER

ACKNOWLEDGED
BDE REGT
DIV
CORP
OTHER
COORDINATION
RCVD DTG

(P.) ESSENTIAL ELEMENTS OF INFORMATION (EEI) TO BE SATISFIED: ________

BY (G-2) (AIO) DTG
COORDINATED

Q. *ACCEPTABLE PHOTO SCALE/SCALE LIMITS:

(R.) REPORTS AND NUMBER OF PRINTS OR PLOTS REQUIRED:
1. REPORTS A. INFLTREP (CS/FREQ ________ B. MISREP C. HOTPHOTO D. IPIR E. SUPIR
2. PRODUCTS (QUANTITY) A. PRINTS B. DUPOS C. NEG D. PLOT

☐ FSE
☐ AIR DEF
☐ AVN
☐ NGF

(S.) DELIVERY ADDRESS:
1. UNIT/ADDRESS ________
*2. COORDS FOR AIRDROP ________ *3. CS FREQ ________

NOTIFIED
☐ MIBARS
☐ II
BY DTG

T. DATE/TIME FACTORS:
1. DATE DESIRED ________ *2. TOT (IF APPLICABLE) ________
3. DNLV ________ 4. PRIOR COVERAGE ACCEPTABLE (DAYS PRIOR) ________

U. REMARKS/SPECIAL INSTRUCTIONS:
*1. TARGET AREA CONTROL: C/S FREQ/ORBIT POINT
2. INFLIGHT RPT C/S FREQ
3. RUN IN HEADING FOR AIRDROP
4. OTHER

REQUESTING UNIT NOTIFIED BY DTG
AIR ACTION
RCVD AT DTG
BY

FIRE PLAN

V.
1. RESTRICTIVE FIRE/AIR PLAN [A] IS NOT [B] NO.
2. IN EFFECT [A] (FROM TIME) [B] (TO TIME)
3. LOCATION [A] ________ (FROM COORDINATES) [B] ________ (TO COORDINATES)
4. WIDTH (METERS)
5. ALTITUDE/VERTEX [A] ________ (MAXIMUM VERTEX) [B] ________ MINIMUM

☐ ACCEPT
☐ REFUSE
REASON

AIR MISSION DATA

W.

1. MISSION NUMBER	2. C/S	3. TYPE ACFT	4. EST/ACT TAKEOFF
5. EST TOT	6. CONT PT/RDV (COORD/NAV AID)	7. INITIAL CONTACT	*8. FINAL CONT (TACP/FAC) C/S FREQ
9. RESTRICTIVE FIRE/AIR PLAN SEE BLOCK V	*10. TGT DESCRIPTION	*11. TGT COORD/ELEV	

* Asterisk indicates use as applicable or when known.
◯ Encircled line designators are minimum mandatory items for immediate requests.

Figure 1.

EXTRACT
JCS PUB 12, VOL II

APPENDIX E
EXPLANATORY NOTES

Title and Element(s)	Explanation
Line L.	
Request Number	As directed.
1. Precedence	1. For preplanned requests, indicates the requester's assignment relative to his other requests stated numerically in descending order of importance.
2. & 3. Priority	2. & 3. Use numerical designation below to define the tactical situation for preplanned (B) or immediate (C) request.

Priority — It is the responsibility of the requestor to establish the priority. The categories of mission priority are:

Priority No.	Priority	Definition
1	Emergency	Targets which require immediate action and precedence over all other categories of mission priority.
2	Priority	Targets which require immediate action and take precedence over routine targets.
3	Routine	Targets of opportunity, targets which do not demand urgency in execution.
From/To		For use as necessary.

Title and Element(s)	Explanation
Line M.	
1. Type Mission	Self-explanatory
2. Type Coverage	
a. Strip/LOC (Line of Communication) Search	a. Reconnaissance along a route of flight or LOC.
b. & c.	b. & c. Self-explanatory.
3., 4. & 5.	3., 4. & 5. Self-explanatory. These lines should be left blank unless it is fully understood what the selected type of sensor, photo, and film can accomplish.
Line N.	Self-explanatory. (Be specific and complete.)

Line O.		Use appropriate coordinates and describe the target with limited descriptions or in clear text.
Line P.		It is important that the exact purpose (EEIs) of the request is stated.
Line Q.	Acceptable photo scale: Assume scale in increments of one thousand; e.g., 1: 5000 is transmitted as "five." Do not list an exact scale unless it is absolutely required. It may limit mission accomplishment.	
Line R.		
	1. Reports	
	a. INFLTREP	a. An inflight report to friendly units with a stated call sign and radio frequency.
	b. MISREP	b. A mission report of the results and significant sightings gathered during a mission.
	c. HOTPHOTOREP	c. A brief, concise, high-priority report on time-sensitive targets of significant tactical importance or of a perishable nature.
	d. IPIR	d. An initial photointerpretation report which contains intelligence on mission objectives and additional significant intelligence.
	e. SUPIR	e. A supplemental photointerpretation report provides detailed intelligence acquired through a comprehensive study of imagery.
	2. Products	Self-explanatory.
Line S.		Self-explanatory.
Line T.	Date/Time Factors:	
	1. & 2.	1. & 2. Self-explanatory.
	3. DNLV	3. Indicate date (and time if a factor) information no longer of value. Deliver prior to this time.
	4. Prior Coverage Acceptable	4. Indicate as "minus" the number of days; e.g., "minus three zero."
Line U.	Remarks/Special Instructions:	
	1. Target Area Control	1. Indicate, when applicable, the call sign and radio frequency of the control element (e.g., TACP, FAC, etc.) to contact if mission will require close coordination with ground forces.
	2. Other	2. Self-explanatory.

Line V.	
1. Restrictive Fire/Air Plan a. Is not b. Number	1. Safety measures for friendly aircraft. The restrictive fire plan establishes airspace that is reasonably safe from friendly, surface-delivered, nonnuclear fires. The restrictive air plan provides a warning to aircraft of the parameters of surface-delivered fire in a specific area. A plan number is issued, as appropriate. The plan should be identified as "Fire" or "Air."
2. In effect a. From time b. To time	2. Establishes the time period that the applicable plan will be in effect.
3. Location a. From coord b. To coord	3. Military grid coordinates or by bearings or distances from known navigation aid.
4. Width (Meters)	From either side of the centerline defined by the above coordinates. (May not apply to the restrictive air plan.)
5. Altitude/VERTEX (use sub item a for VERTEX only entry) a. Maximum/VERTEX b. Minimum	Given in mean sea level (MSL) altitude; altitude above sea level.
Line W. (To be filled out by mission tasking agency)	Self-explanatory.
ACTIONS COLUMN ALONG RIGHT EDGE	
APPROVED/DISAPPROVED	Indicate approval action by requester.
SENT	Initials of sender and time sent.
RECEIVED	Initials of receiver and time received.
CHECKED BY	Indicate agencies (persons) having reviewed the request after receipt. This may lead to further action requiring use of top blocks; e.g., preplanned requests.
ACKNOWLEDGED	Indicate receipt by intervening levels during immediate requests.
COORDINATION/COORDINATED	Self-explanatory.
NOTIFIED	Self-explanatory.
REQUESTING UNIT NOTIFIED BY	Indicate person who notified the requester of action being taken and time notified.
AIR ACTION	Indicate person who received approved request and time received. Indicate whether or not mission will be tasked and reason for refusal.

REFERENCES:

FM 100-26, The Air-Ground Operations System, Mar 73 (chap 4, pages 4-6 thru 4-11, para 4-6 thru 4-11)
FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (app B, page B-12, para B-20b, c)
JCS Pub 2, Tactical Command and Control Planning Guidance and Procedures for Joint Operations, vol II, app E

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 071-332-5035

MAINTAIN UNIT REQUIRED LEVEL OF TOPOGRAPHIC (1:50,000/1:25,000) MAPS

CONDITIONS:

During combat operations, CPX, FTX, or peacetime contingency, given a map catalog, a requirement for maps, and the following information:

1. The next higher headquarters SOP.
2. The area of operations or an operation order.
3. The desired map scale (e.g., 1:50,000/1:25,000).

STANDARDS:

1. Determine the correct map sheet stock number(s).
2. Determine the number of copies of each map(s) required.
3. Submit the request for map(s) IAW unit SOP.
4. Upon receipt of map(s), determine the correct distribution to your subordinate units.

PERFORMANCE MEASURES:

1. **RESPONSIBILITY.**

a. The intelligence officer is responsible for determining unit map requirements and requesting, storing, and distributing maps for the command.

b. The intelligence NCO may be required to assist in planning for the unit map requirements and in requesting the necessary maps. Requesting maps is a simple task if the unit's needs have been carefully planned.

2. **REQUIREMENTS.**

a. **General.** Timely planning is necessary to insure that sufficient quantities of suitable maps are available to units at the time and place needed. The basic factors that govern this planning are:

(1) The area of map coverage.

(2) The map scale required.

(3) Initial allowances.

(4) Replenishment issues.

(5) Replacement issues.

(6) Emergency issues.

b. **The Area of Map Coverage.** The area of map coverage includes a unit's sector in defense or zone of action in the offense and the adjacent areas. The coverage extends into enemy territory to the objectives of current or planned operations. It includes any area occupied by enemy forces who could jeopardize the accomplishment of the unit's mission.

c. **The Map Scale Required.** Military maps are classified generally according to a scale which is indicative of their precision, detail, and general use. The scale required depends on the desires of the commander, the nature of the mission, and the size of the operational area.

d. **Initial Allowances.** Initial allowances prescribe the number of copies of map sheets, by type or scale, that can be requisitioned by each organization without further approval. Difficulties of production, distribution, and storage require economy in map issue. The allowances prescribed in FM 101-10-1 are based on experiences of World War II and are a guide only. The wide dispersion required by the nuclear battlefield may require increased allowances.

e. **Replenishment Issues.** Replenishment issues are based on replenishment allowances that take into account normal losses and provide authorized quantities to cover areas of new interest.

f. **Replacement Issues.** Replacement issues refer to recalling or voiding old map issues and issuing new editions. Replacement issues are made on the same basis as initial allowances. Logistical limitations prevent maintaining excessive reserves of maps. As a result, map distribution is carefully controlled to prevent waste.

g. **Emergency Issues.** Emergency issues are made to fulfill immediate combat requirements.

3. **PROCUREMENT OF MAPS.**

a. **Map Stock Numbers.** All maps published by or for the Corps of Engineers in Department of the Army map supply system contain stock number identifications. The stock number is composed of three elements: the series number, the sheet number, and the edition number. The stock number of each map sheet is printed in the right lower margin of the map sheet.

b. **Map Catalogs.** Stock numbers are also listed in map catalogs available at division and higher levels and occasionally in smaller units. A map catalog consists of small maps over which the outlines of the individual map sheets of a series have been sketched. The map catalogs "PART 3 - Topographic Products," are available in six volumes:

(1) Volume I - World (Small and medium-scale maps.)

(2) Volume II - Europe, Africa, and Middle East (Large-scale and city maps.)

(3) Volume III - Asia Mainland (Large-scale and city maps.)

(4) Volume IV - Australia and Islands of the Pacific (Large-scale and city maps.)

(5) Volume V - Western Hemisphere (Large-scale and city maps.)

(6) Volume VI (SECRET) - Classified and Related Products (U) (All scales.)

c. **Quantity of Maps Allocated.** Planning factors for large-scale maps vary with the type and mission of the unit. The company is the basic unit for computing large-scale map requirements. Headquarters and service companies use the same basis as other companies. The following factors apply to large-scale map issue (initial):

(1) Armor and Infantry (Mech). Two copies per platoon, plus one per tank and carriage, plus two per organic aircraft, plus headquarters allowances.

(2) Infantry and Combat Engineers. Two copies per platoon plus headquarters allowances. One copy per squad if a small-unit operation.

(3) Air Assault (Airborne). Two copies per platoon plus headquarters allowances plus two per organic aircraft.

(4) Headquarters map allowances (large-scale).

(a) BN HQ - 12 (Bn needs for service units are 50 percent of those for combat units.)

(b) CO HQ - 12 or 1 copy per company whose needs are based on officer strength. Add 1 per two track vehicles.

d. **Replenishment.** Replenishment issues are 100 percent of initial requirements.

e. **Determining Quantities.** The quantities of maps required for an operation are calculated using the following formula:

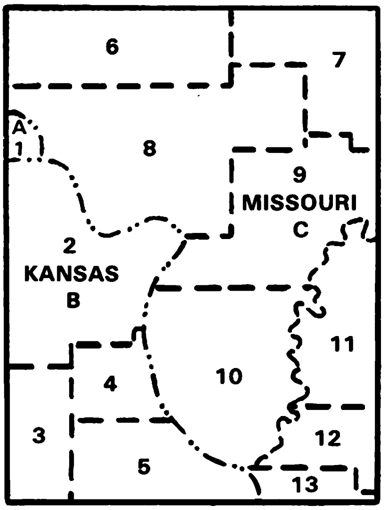
$$\text{Total Copies (each scale)} = \begin{array}{c}\text{coverage}\\ \text{for a}\\ \text{scale}\end{array} \times \begin{array}{c}\text{initial}\\ \text{issue}\end{array} + \text{replenishment}$$

f. **Determining Stock Number(s).** Determine the stock number of each map sheet required by looking in the lower margin of each individual map sheet (see figure 1). In cases where the area of operation is known, but a copy of the desired map sheet is not available, the stock number of any map sheet can be determined by using the appropriate map catalog. If no map catalog is available in your unit, call or go to the division S2 to obtain the stock number(s).

g. **Requesting Maps.** Once the number of copies of each map is determined and the stock number for each sheet is known, it is only a matter of following local SOP in requesting the maps. A written or oral request to

1-66 PRINTED BY ARMY MAP SERVICE, CORPS OF ENGINEERS

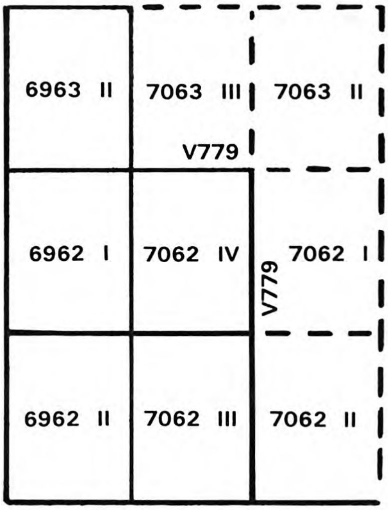
INDEX TO BOUNDARIES



Kansas
A. Atchison County
  1. Walnut Township
B. Leavenworth County
  2. Kickapoo Township
  3. High Prairie Township
  4. Leavenworth City
  5. Delaware Township

Missouri
C. Platte County
  6. Marshall Township
  7. Green Township
  8. Weston Township
  9. Fair Township
  10. Lee Township
  11. Carroll Township
  12. Pettis Township
  13. Waldron Township

INDEX TO ADJOINING SHEETS



Sheet 7062 IV falls within NJ 15-1, V502.
1:250,000

STOCK NO. V078X7062IV

LEAVENWORTH, KANS., MO.

Figure 1. Map stock number.

the S4 will include the stock number of each map sheet required and the number of copies required. The S4 is responsible for the procurement.

4. **DISTRIBUTION.** Distribution to subordinate units may be determined using the data in paragraph 3c, above.

REFERENCES:

FM 21-26, Map Reading, Jan 69, C1 (chap 2, pages 2-1 thru 2-4, para 2-1)
FM 30-5, Combat Intelligence, Oct 73 (chap 6, pages 6-11 thru 6-14, para 6-36 thru 6-39)
FM 101-10-1, Staff Officers' Field Manual: Organizational, Technical, and Logistical Data, Unclassified Data, Jul 76, C1 (chap 6, page 6-31, para 6-23)
US Army Map Supply Systems Catalogs

TASK NUMBER: 301-336-5115

INSPECT UNIT'S DOCUMENTS/CLASSIFIED MATERIAL PROTECTION EFFORT

CONDITIONS:

As classified documents custodian, given a copy of AR 380-5 and DOD Regulation 5200.1-R and all relevant unit and higher headquarters guidance concerning documents and classified material and a requirement by the S2 to —

1. Inspect a unit/staff section's classified documents or material protection effort.

2. Inspect a subordinate unit's classified documents or material protection effort, if required.

STANDARDS:

Inspect protection effort of unit/staff section (or subordinate unit, if required) to insure that the protection effort meets the security requirements established by regulations and directions of unit and/or higher headquarters.

PERFORMANCE MEASURES:

1. Every unit or staff section in the Army handles or is subject to handle classified material. The handling of classified material is controlled by one individual — the S2. Normally, the S2 is the classified documents custodian; however, it is possible that you may be appointed on orders as the classified documents custodian. The custodian must know —

a. What items have been received.

b. What items are on hand.

c. What items have been dispatched or destroyed.

2. The protection or security of classified documents is also the responsibility of the custodian. AR 380-5 and DOD Regulation 5200.1-R are the primary guides for safeguarding these items. In addition, local regulations or unit SOPs may supplement AR 380-5 to provide you the necessary guidance to help you perform your job effectively.

3. To insure the protection of classified documents, you should conduct periodic inspections of your unit/staff section's classified documents and/or sensitive material. There may be instances when you may be requested or directed to inspect subordinate units to evaluate their efforts in protecting classified documents and/or sensitive material.

4. To help you conduct a thorough inspection of your unit/staff section's security effort or the security effort of a subordinate unit, the following suggested checklist contains questions about critical areas that you should cover during the inspection.

NOTE: The following questions are designed to assist inspectors in determining the degree of compliance with the provisions of DOD Regulation 5200.1-R. They are also designed to assist activities in educating and training personnel involved in day-to-day operations which relate to the Defense Information Security Program.

INSPECTION CHECKLIST

	N/A	YES	NO
1. Is classified information properly guarded or stored in approved containers?	____	____	____
2. Has a current physical survey been made of on-hand security equipment and classified records prior to the procurement of new security storage equipment?	____	____	____
3. Have security containers other than those listed on the Federal Schedule, GSA, been procured without the granting of an exemption by component heads?	____	____	____
4. Have vaults or containers to be used for the storage of classified information or material been designated and a number or symbol affixed to each container?	____	____	____
5. Are combinations to security containers changed at least annually?	____	____	____
6. Are records of combinations assigned a security classification equal to the highest category of classified material authorized to be stored therein?	____	____	____
7. Are combinations to security containers disseminated on a need-to-know basis?	____	____	____
8. Do procedures provide for only cleared and trained persons to change and correct lockouts?	____	____	____
9. Are procedures established controlling the removal of classified material from the physical confines of the facility?	____	____	____

	N/A	YES	NO
10. Are preliminary drafts, carbon sheets, work sheets, stencils, etc., protected according to their content and destroyed after they have served their purpose?	___	___	___
11. Are carbon and plastic typewriter ribbons and carbon paper used in the production of classified information destroyed after initial usage?	___	___	___
12. Is an adequate system of security checks at the close of the working day established?	___	___	___
13. Have emergency destruction and evacuation plans been developed and tested?	___	___	___
14. Is security practiced in telephone conversations or nonsecure communications circuits?	___	___	___
15. Are appropriate security precautions taken prior to convening a conference or other meeting wherein classified information is to be discussed or disclosed?	___	___	___
16. Are personnel aware of their responsibilities in the event of a compromise or suspected compromise?	___	___	___
17. Have cases of espionage or deliberate compromise been reported in accordance with DOD Instruction 5200-22, DOD Directive 5210.50, and implementing issuance?	___	___	___
18. Has a "knowledgeable" AWOL program been established?	___	___	___
19. Is classified information disseminated on a need-to-know basis?	___	___	___
20. Has a program been established for the periodic evaluation of clearances?	___	___	___
21. Are provisions made and used to administratively withdraw security clearances of persons for whom there is no foreseeable need for access to classified information or material in connection with the performance of their official duties?	___	___	___
22. Have appropriate officials been designated to determine, prior to the release of classified information to persons outside the executive branch, the propriety of such action in the interests of national security and the individual's trustworthiness and need-to-know?	___	___	___

	N/A	YES	NO
23. Have procedures been established for the dissemination of classified information or material originated or received by the organization?	____	____	____
24. Is TOP SECRET information reproduced without the consent of the originating activity or higher authority?	____	____	____
25. Have officials been designated to approve the reproduction of TOP SECRET and SECRET information and material?	____	____	____
26. Has specific equipment been designated for the reproduction of classified material, and have rules and warning notices been posted thereon?	____	____	____
27. Have TOP SECRET control officers and alternates been designated?	____	____	____
28. Are TOP SECRET accountability registers and access rosters maintained?	____	____	____
29. Are TOP SECRET documents physically signed or accounted for at least annually?	____	____	____
30. Is a continuous chain of receipts established for all TOP SECRET documents?	____	____	____
31. Are administrative procedures established for controlling SECRET and CONFIDENTIAL material to include origination, receipt, distribution, transfer, and destruction?	____	____	____
32. Have screening points been established to insure that incoming classified material is properly controlled and access is limited to cleared personnel?	____	____	____
33. Are working papers marked, protected, and destroyed in accordance with the classification level of the material?	____	____	____
34. Are working papers accounted for or controlled in the same manner as a finished document of comparable classification when —			
a. Released by the organization to an agency or activity outside the headquarters or transmitted through message center channels within the headquarters?	____	____	____
b. Placed permanently in the file system?	____	____	____
c. Retained for more than 180 days?	____	____	____
35. Have downgrading or exemption instructions been placed on working papers permanently filed?	____	____	____

	N/A	YES	NO
36. Is classified information or material transmitted or transported in accordance with the provisions of DOD Regulation 5200.1-R and component supplements?	___	___	___
37. Are personnel permitted to carry classified material while in a travel status except in exceptional and approved circumstances?	___	___	___
38. Are individuals authorized to carry classified information while in a travel status fully informed of appropriate security regulations and requirements?	___	___	___
39. Is classified information transmitted in two opaque wrappings or equivalent?	___	___	___
40. Is a documentary record, for classified information or material made or received by a DOD component, disposed of or destroyed in accordance with DOD record management regulations?	___	___	___
41. Is classified material destroyed in the presence of approved officials and by an approved method?	___	___	___
42. Are destruction records maintained for TOP SECRET and SECRET material?	___	___	___
43. Are effective security education programs established to familiarize personnel with the purposes and provisions of DOD Regulation 5200.1-R and all changes thereto?	___	___	___
44. Has an effective and viable security education program been established?	___	___	___
45. Are personnel who have had access to classified information given foreign travel briefings prior to such travel?	___	___	___
46. Are debriefings conducted for personnel upon termination of employment or contemplated temporary separation for a 60-day period or more?	___	___	___
47. Has classified information furnished by a foreign government or international organization retained its original assigned classification or been assigned a US classification that insures equivalent protection?	___	___	___
48. Has NATO, CENTO, or SEATO classified information been marked with appropriate classification in English?	___	___	___
49. Is NATO, CENTO, or SEATO classified information safeguarded in accordance with DOD Instructions C5210.21, C5210.35, and 5210.54?	___	___	___

	N/A	YES	NO
50. Are special access programs held to a minimum?	___	___	___
51. Are military department special access programs submitted to the secretary of the respective department for approval and subsequently reported to the Assistant Secretary of Defense (Comptroller)?	___	___	___
52. Are other DOD component special access programs submitted to the ASD(C) for approval?	___	___	___
53. Has an official been assigned as security manager for the activity?	___	___	___
54. Has administrative action been taken against repeated abusers of the Information Security Program?	___	___	___

NOTE: Technical assistance and guidance concerning safekeeping and storage of classified material are contained in the following Intelligence Material Development Office (IMDO) bulletins. These bulletins are available from IMDO, Electronic Warfare Laboratory, Electronics Command, Fort Holabird, MD 21219:

1. IMDO Information Bulletin Number 10, "Security Containers," December 1968.

2. IMDO Information Bulletin Number 12, "Mosler Class III and Class VI File Cabinets (U)," 10 January 1967.

3. IMDO Information Bulletin Number 53, "Standards for Vault and Cryptoroom Construction," 23 November 1971.

REFERENCES:

AR 380-5, Security, Department of the Army Supplement to DOD 5200.1-R (DODISPR), Jul 74, C1/2
DOD Regulation 5200.1-R, Information Security Program Regulation, Nov 73, C1/2
DOD Instruction 5200-22, Reporting of Security and Criminal Violations, Jul 78
DOD Directive 5210.50, Investigations and Disciplinary Action Connected with Unauthorized Disclosure of Classified Defense Information, Apr 66

TASK NUMBER: 301-336-5112

EVALUATE UNIT COUNTERINTELLIGENCE EFFORT

CONDITIONS:

During combat, CPX, or FTX while conducting offensive or defensive operations, or in garrison.

STANDARDS:

Results of evaluation must indicate whether or not a unit's counterintelligence effort considers the following counterintelligence activities and applies them when and/or where necessary:

1. Denial measures.
2. Detection measures.
3. Deception measures.

PERFORMANCE MEASURES:

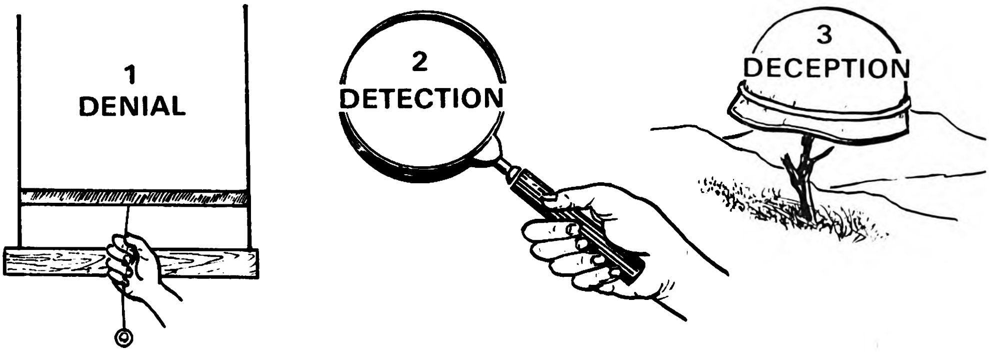
1. The intelligence officer/sergeant is concerned with the security of the command. He recommends and employs appropriate countermeasures to prevent the enemy from learning of friendly activities.

2. Counterintelligence (CI) consists of all security control measures designed to insure the safeguarding of information, personnel, material, and installations against espionage or subversive activities. CI also includes the detection of treason, sedition, and disaffection within military ranks and among civilian employees of the Army. A major aspect of CI is the neutralization or destruction of the effectiveness of enemy or potentially hostile intelligence and subversive activities.

3. At battalion and brigade levels, CI consists of commonsense safeguards and security measures applied to the situation. The application of these measures during combat is a continuation of those begun and trained for during peacetime operations. The CI measures established in your unit/staff section should be SOP.

4. To determine the effectiveness of your unit's CI effort, you should check your efforts against the guidance established in the applicable Army regulations (see references), the SOP of higher headquarters, and other military publications. Your CI program should comply with the guidance given in these publications.

5. The following questions are not intended to cover the entire spectrum of the CI effort. However, these questions are designed as a guide to aid you in evaluating your unit/staff section's CI effort. Note that these questions parallel the three categories of CI.



COUNTERINTELLIGENCE CHECKLIST

YES NO

a. Denial Measures.

(1) Does unit conduct security briefings for new personnel?

(2) Are SAEDA (Subversion and Espionage Directed Against the US Army) posters displayed throughout the unit?

(3) Are personnel aware of SAEDA reporting procedures?

(4) Are periodic inventories of classified documents conducted?

(5) Are all classified documents properly secured?

(6) Are procedures established in the unit for proper disposition of working papers, carbons, typewriter ribbons, and other materials used in the preparation of sensitive material?

(7) Does unit SOP cover COMSEC (communication security) for combat and garrison environment and is this procedure enforced?

(8) Are unit telephones marked properly?

(9) Are cryptographic devices safeguarded?

(10) Do soldiers demonstrate the proper procedure in applying individual camouflage?

(11) Is camouflage and concealment discipline practiced by personnel to conceal their positions, equipment, and activities from the enemy?

YES NO

(12) Does unit provide itself with an early warning system of some sort (e.g., LP/OP, patrol plan, maximum use of surveillance devices)?

(13) Are personnel trained in their responsibilities under the Code of Conduct?

b. Detection measures.

(1) Are all personnel investigated in accordance with AR 604-5?

(2) Are challenge and password techniques understood and routinely employed by the unit?

(3) Does the unit have contingency plans for interrogating known or suspected enemy and processing of documents/material.

c. Deception measures. Deception measures are normally planned and employed by headquarters above the brigade. Smaller units will be participating in the overall plan. Deception is, however, any means employed to mislead the enemy and should be considered for any operation. Deception means may include fabricated information, messages, radio transmissions, and oral instructions.

6. In summary, every individual in the military services has CI responsibilities whether it be to conceal himself from enemy sight or to refuse to divulge information of value to the enemy and to those not authorized to receive it. In this sense, the individual is a CI agent. Collectively, soldiers have far greater opportunity to assist the CI effort than any other group. Not only must the soldier conscientiously practice the security measures which conceal information from the enemy, but he can also be of help in detecting enemy intelligence activities. In addition, he may at times be able to furnish valuable information regarding subversive activities within the Army. However, the value of the individual soldier is largely dependent upon the education and training given him in CI. He must be trained; if not, he may endanger the security, not only of the man next to him, but also of his unit or even the nation.

REFERENCES:

AR 350-30, Code of Conduct Training, Aug 75
AR 380-5, Security, Department of the Army Supplement to DOD 5200.1-R (DODISPR), Jul 74, C1/2
AR 381-12, Subversion and Espionage Directed Against the US Army, and Deliberate Security Violations (SAEDA), Oct 74
AR 604-5, Clearance of Personnel for Access to Classified Defense Information and Material, May 72
FM 30-17, Counterintelligence Operations, Jan 72

TASK NUMBER: 191-374-0117

INSPECT ARMS ROOM SECURITY

CONDITIONS:

As a battalion intelligence sergeant with additional duties as physical security NCO, given a unit small-arms/ammunition storage facility, unit/higher headquarters physical security SOP, AR 190-11, AR 190-13, FM 19-30, blueprints of facility to be inspected, and assistance of facilities engineer.

STANDARDS:

As a minimum, a physical security inspection of a unit arms/ammunition storage facility will be conducted IAW performance measures.

PERFORMANCE MEASURES:

1. Inspect construction of floor to insure it meets these standards:

a. If on a grade, it should be 6 inches of concrete with 6x6-W4xW4 mesh or equivalent bars.

b. If the floor forms the ceiling of an underlying room, ceiling standards apply (see paragraph 4).

2. Inspect entrances and issue windows to insure they meet these standards:

a. Each entrance to the arms room must have two doors.

b. Doors must be 1¾-inches thick, solid wood door with 12-gauge metal plate securely attached to the outside face.

c. Standard 1¾-inch thick hollow metal industrial type doors (minimum thickness of skin plate 14-gauge) internally reinforced vertically with continuous steel stiffeners spaced 6 inches maximum on center.

NOTE: One of the doors in the double door concept may be a rod and bar grid door, and the other may be either solid wood with metal plate or hollow metal.

d. Grid doors must be constructed of 1¼-inch by ⅜-inch flat steel bars horizontal at 8 inches maximum on center, and ½-inch diameter rods vertical at 4 inches maximum on center welded to, or passing through, the 1¼-inch surface of the flat bars, resulting in a grid with each opening being 32 square inches or less.

3. Inspect construction of walls to insure they meet the following:

a. Eight inches of concrete reinforced with No. 4 bars on 9-inch centers in each direction and staggered on each face to form a grid approximately 4½ inches square.

b. Eight-inch concrete block with No. 4 bars threaded through block cavities at 8-inch centers, cavities filled with mortar or concrete, and horizontal joints reinforced at every course.

c. Eight inches of brick interlocked between inner and outer courses.

4. Inspect construction of ceiling to insure it meets the following: Reinforced concrete, structurally designed for the spans between supporting walls. Ceilings must offer the same protection as the walls. Reinforcing bars spacing should form a grid with the openings no larger than 96 square inches using No. 4 bars or larger.

5. Inspect openings and windows to insure they meet these standards:

a. Limit in number and size to the minimum, or eliminate entirely by removing and sealing the openings with material comparable to that forming the adjacent walls.

b. Windows or openings greater than 96 square inches (least dimension greater than 6 inches) must be protected by a rod-and-bar grid. Grid ends should be imbedded in the structure or welded to a frame securely attached to the structure from the inside.

6. Inspect locks to insure they meet the following standards:

a. Locking devices used on the most secure door (usually the inner door) must be a high security padlock (Sergeant Greenleaf High Security Padlock).

b. The other door must have a secondary padlock (American 200-series or an equivalent mortise cylinder lock approved by the Intelligence Material Development Officer, Fort Holabird, MD).

7. Inspect the primary arms room keys and require they be maintained after duty hours in a locked container constructed of at least 20-gauge steel or material equivalent in strength. The keys may be maintained by a responsible duty officer, NCO, or individual authorized unaccompanied access. Alternate keys must be maintained at the next higher headquarters and inventoried monthly. When the next higher headquarters is not on the same installation as the unit, alternate keys must be secured by the unit separate from the operational keys.

a. Insure change in custody of the keys is recorded. **(NOTE: Custody of keys must be transferred between authorized individuals after both parties have conducted visual inventories of weapons, to include total count of weapons on hand.)**

b. Insure a key control register is maintained at all times to insure accountability for keys. **(NOTE: Key control registers must contain the signature of the individual receiving the key, date/hour of issuance, serial number of the key, initials of the person issuing the key, date/hour key was returned, and signature of the individual receiving the returned key.)**

8. Inspect the unit property book and require weapons to be recorded by serial number in the book.

9. Insure all inventories are complete and comply with the following:

a. Insure all ammunition in the arms room is inventoried at least monthly. Ammunition must be secured in Class V containers or locally fabricated containers constructed of 22-gauge steel or commercially manufactured storage containers constructed of at least 26-gauge steel.

b. Weapons must be inventoried at least monthly by serial number. **(NOTE: Consecutive inventories must NOT be conducted by the same individual.)**

c. Privately owned weapons and ammunition can be stored within the arms room. These items must be inventoried at least monthly. Privately owned weapons and ammunition must be maintained in a locked container, separate from military weapons and ammunition. **(NOTE: If privately owned weapons are stored within an arms room, state and local laws regarding registration and possession must be posted on the unit bulletin board.)**

d. Bayonets must be inventoried at least once monthly. **(NOTE: Bayonets may be locked in a footlocker and secured in the arms room.)**

e. Weapons not in bulk storage are inventoried by serial number at least once each month.

NOTE: A written record of these monthly inventories must be maintained. Examination of inventory records will NOT suffice as a monthly inventory.

10. Inspect access control.

a. Insure access is limited to seven individuals designated by, and including, the unit commander.

b. Exceptions can be made if the unit operates on a 24-hour basis. Four personnel per shift may be authorized access in such cases.

c. Insure names and duty positions are posted inside the arms room.

NOTE: Personnel will be allowed unaccompanied access to an arms room ONLY after they have satisfactorily undergone a National Agency Check (NAC) or Entrance National Agency Check (ENTNAC) or host country equivalent, verified by the unit commander and local files.

d. Insure that the two-man rule is implemented to control access to the arms room. Two authorized persons must be present during any operation that affords access to the arms room.

11. Insure individuals using weapons are issued DA Form 3749, Weapons Receipt.

NOTE: This form must be turned in to the arms room when the individual draws his assigned weapon. The individual drawing a weapon must enter the serial number of the weapon being drawn and his signature on an issue sheet or log bearing the date of the transaction. No other entries are required to be made on this document by the individual drawing the weapon. At the time of turn in, the issue entry is voided and the individual's weapons receipt is returned.

12. Inspect/insure all arms stored in the arms room are in banded crates, locked containers of at least 22-gauge steel, or standard issue or locally fabricated locked arms rack. Rifle racks must be locked with secondary padlocks (American 200-series) and securely fastened to the walls or floors or fastened/chained together in pairs or more.

13. Inspect the Intrusion Detection System (IDS) and require at least the following standards:

a. IDS installed for protection of arms rooms must consist of two types of sensors with different methods of activation: a balanced magnetic switch on doors; and an ultrasonic motion sensor inside the arms room.

b. IDS must be installed so alarm signals can only be cleared by entering the protected area. Remote clearing of alarms prior to entering and checking the alarm is not authorized.

c. IDS must contain a duress signaling component. Alarms must be announced at a location from which a designated response force can be immediately dispatched. Alarm signaling with only a local audible alarm is not authorized.

14. Inspect restricted area posting.

a. Arms rooms within active Army and USAR facilities must be designated and posted as a restricted area. Posting must include fire control measures and symbols.

b. In oversea commands, where posting is authorized, posting must be in English and host-country language.

c. If IDS is used, signs must be posted in English and host-country language announcing such use. Signs must be posted as follows:

(1) Affixed at eye level.

(2) On the outside of each interior wall that contains an entrance to the arms room.

(3) On exterior walls only when the exterior wall contains an entrance to the arms room.

15. Insure waivers or exceptions for standards below those established here are properly authorized. Authority to grant such waivers or exceptions is delegated to commanders of major Army commands and DA staff agencies commanding field operating agencies and activities. This authority cannot be delegated further.

16. Inspect and insure waivers are present within the arms room when there are exceptions to performance measures 1 through 14. **(NOTE: Waivers or exceptions valid for 1 year must be reviewed to determine action taken to comply with waived standards before a new waiver is issued.)**

REFERENCES:

AR 190-11, Physical Security of Weapons, Ammunition, and Explosives, Mar 77
AR 190-13, The Army Physical Security Program, Aug 74
FM 19-30, Physical Security, Nov 71, C1/2

TASK NUMBER: 301-336-5116

PROCESS REQUEST FOR SECURITY CLEARANCE

CONDITIONS:

As a battalion intelligence sergeant with a requirement to process a request for security clearance, given PCCF Form 5-R; and Letter, PCCF-ZA, US Army Central Personnel Security Clearance Facility, subject: Letter of Instruction 78-2 (short title: LOI 78-2), 1 July 1978.

STANDARDS:

Complete PCFF Form 5-R in accordance with performance measures.

PERFORMANCE MEASURES:

NOTE: The Secretary of the Army has delegated the authority to the Commander, US Army Central Personnel Security Clearance Facility (CCF), to grant, deny, or revoke personnel security clearances for access to classified defense information.

1. Processing a Request for a Security Clearance.

a. If an individual requires a clearance and is in any of the categories below, submit a PCCF Form 5-R, Request for Security Clearance.

(1) Category I - Significant derogatory information, developed subsequent to the date of the last clearance, is known to the commander.

(2) Category II - The individual concerned is being considered for a higher level of clearance or access authorization.

(3) Category III - There has been a break in the individual's service of greater than one year.

(4) Category IV - No record of clearance is available in an individual's personnel file.

b. If an individual has a completed DA Form 873 (Statement of Personal History) in his Military Personnel Records Jacket (MPRJ) which indicates the favorable completion of a Full Field Investigation (FFI) and there has not been a break in active Federal service exceeding 12 months since completion of the investigation, the following clearances may be granted by the commander. The interim clearance granted by the commander can only be as high as that indicated by DA Form 873.

(1) An interim TOP SECRET clearance for 60 days in the name of the Commander, CCF, if a request for final TOP SECRET is submitted to the Commander, CCF, noting that an interim clearance has been granted.

(2) An interim SECRET clearance. Same requirements as (1), above.

(3) CONFIDENTIAL. Commanders may grant an interim CONFIDENTIAL clearance in the name of the Commander, CCF, for 60 days if local records checks are completely favorable and a request for a final CONFIDENTIAL clearance is submitted to the Commander, CCF, noting that an interim clearance has been granted.

c. Whenever an interim clearance is granted, a DA Form 873 will be issued reflecting the interim clearance. The appropriate expiration date will be noted in Part III of the DA Form 873.

2. Final Clearances.

a. When a final clearance is required on an individual, the commander will submit a request for clearance to the Commander, CCF, in accordance with paragraph 3. Whenever information reflecting existence of an investigation (DD Form 1584, DD Form 1879, DA Form 2784, DIS Form 1) is contained in an individual's records, the original will be forwarded to CCF with the request for clearance.

b. The Commander, CCF, will respond by either granting the requested clearance, initiating denial/revocation action, or requiring the requestor to initiate investigative action needed to make a determination.

c. When there is no evidence of an investigation in the individual's records which meets the investigative requirements for the clearance desired, a request for investigation will be submitted directly to DIS. Normally, all newly inducted personnel (4 years service or less) will have a NAC or ENTNAC on file regardless of what is in the MPRJ.

d. If a request for investigation (DD Form 1879 or DD Form 1584) is submitted to DIS, no other request for clearance (PCCF Form 5) is required. DIS will forward completed investigations to the Commander, CCF, who, in turn, will make a clearance determination and inform the requestor.

e. Requests for upgrading security clearances will be requested in the same manner as stated.

f. Requests for clearance will be identified as **initial** or **follow-up** (tracer).

(1) Initial requests will be submitted on PCCF Form 5 or comparable message format.

(2) Follow-up actions will be submitted on one of the following:

(a) A new PCCF Form 5 with "Follow-up" marked in Block 11.

(b) A copy of the original PCCF Form 5 with "Follow-up" marked diagonally across the face.

(c) A comparable message with "Follow-up" indicated in Block 11.

(3) The minimum time lapse for requesting follow-up actions is 14 days on message requests that ask for SECRET or CONFIDENTIAL clearances, and 30 days for PCCF Form 5 and all TOP SECRET clearance requests. All follow-up requests will indicate the date of original request.

3. PCCF **Form 5.** All requests for clearance will be submitted on PCCF Form 5-R or by comparable message. (See figure 1.)

a. PCCF Form 5 will be submitted in **one** copy to:

Commander
U.S. Army Central Personnel Security Clearance Facility
ATTN: PCCF-RC
Fort George G. Meade, Maryland 20755

b. If an immediate response is required, commanders may submit a request for clearance by message to: Commander, CCF, Ft Meade, MD//PCCF-RC//.

c. PCCF Form 5 will be completed as follows:

(1) "Return Results To" block: Proper mailing address, including attention line and ZIP code/APO, will be entered. Unit's or parent unit's USAIRR Requester Account Code will be entered in appropriate blank.

(2) Block 1 - Name: Last name of individual will be entered in CAPITAL LETTERS, followed by first name and middle name in CAPITAL and SMALL LETTERS. Indicate: (NMN) = No middle name, (IO) = Initial only, (NMI) = No middle initial, as appropriate.

(3) Block 2 - Alias and Former Names: Indicate all former names, maiden names, nicknames, names changed by court order, and other names known by.

(4) Block 3 - Date of Birth: Enter year, month, and day of birth.

(5) Block 4 - Place of Birth: If born in the United States, enter state of birth. If born outside the United States, enter country of birth and in Block 10, enter country of citizenship. If naturalized US citizen by derivation, or immigrant alien, enter status and explain (i.e., date and port of entry into United States and alien registration number, date and place of naturalization and naturalization certificate number, explanation of derived United States citizenship).

(6) Block 5 - SSAN: Social security account number.

(7) Block 6 - Former Service Numbers: Self-explanatory.

(8) Block 7 - Rank: military or civilian (e.g., BG, COL, SSG, PVT, GS-11) and indicate civilian or military status.

(9) Block 8 - Individual has been in continuous active Federal service, without a break exceeding 12 months, since: Indicate date entered federal

service (military, active duty or civilian, full time employment or a combination thereof).

(10) Block 9 - Local Records Checks: If no unfavorable information is found, check the "favorable" blocks. If unfavorable information is found, check "unfavorable" blocks and attach a copy of the unfavorable information. If unable to obtain a copy of the information, provide a summary of all the facts discovered.

(a) Personnel records will be screened for records of punishments, reductions in grade, letters of indebtedness, absence without leave, or other unfavorable information.

(b) Finance records will be screened for reductions in pay grade, fines and forfeitures, and garnishment actions.

(c) Medical records will be screened for indications of mental or emotional instability, drug or alcohol abuse, or any other factors which a US Medical Officer determines may make the individual unsuited to hold a security clearance under the provisions of AR 604-5.

(d) Military Police and local intelligence files will be screened if the individual has been in the geographic area for more than 30 days. Records will be screened for mention of criminal/illegal conduct of any kind or information that falls within paragraph b3-1a, AR 604-5.

(11) Block 10 - Remarks: Use as required to explain or elaborate on other information provided.

(12) Block 11 - Type of Request: The first request by a unit for a security clearance on an individual will be marked "Initial." All subsequent attempts to locate the results of the original request will be marked "Follow-up." If commanders desire, a copy of the original request may be marked "Follow-up" in large block letters diagonally across the face of the copy in lieu of preparing a new form.

(13) Block 12 - Category of Request: At least one of the categories as noted in paragraph 5c, LOI 78-2, must be indicated.

(14) Block 13 - Clearance Requested: Mark one block of 13a and one block of 13b as required.

(15) Block 14 - Special Program Requirements: If a clearance has a special program associated with it, so note the program in this block.

(16) Block 15 - Inclosures: Identify and complete the date and signature blocks.

4. CCF Response. CCF responses to requests for clearance will be noted on the right portion of the form. Responses will be returned by the same method the request is received by CCF. If a special program consideration was noted in the request, it will be noted in the response; e.g., "AR 50-5 considered" indicates CCF found no information in the results of the investigation which might preclude the individual from being eligible for the PRP program. "File forwarded for CDR's AR 50-5 determination"

REQUEST FOR SECURITY CLEARANCE

RETURN RESULTS TO: Requester Code ______

* NOTICE TO REQUESTERS *

1. This is NOT a Certificate of Clearance. You must prepare DA Form 873 and annotate Part III - "Clearance Granted By CDR, CCF."

2. This form will be destroyed after DA Form 873 has been prepared.

3. This form will not be filed in individual's Military Personnel Records Jacket or Civilian Personnel Folder.

1. NAME (Last - First - Middle)

2. ALIAS AND FORMER NAMES

3. DATE OF BIRTH (Yr Mo Da)

4. PLACE OF BIRTH (State or Country)

5. SSAN

6. FORMER SVC NO.

7. RANK ( ) MIL ( ) CIV

8. INDIVIDUAL HAS BEEN IN CONTINUOUS ACTIVE FEDERAL SERVICE, WITHOUT A BREAK EXCEEDING 12 MONTHS, SINCE:

9. LOCAL RECORDS CHECKS:	Favorable	Unfavorable	Check Not Required
A. Personnel Records	( )	( )	
B. Finance Records	( )	( )	
C. Medical Records	( )	( )	
*D. Military Police Records	( )	( )	( )
*E. Local Intelligence Files	( )	( )	( )

*(Check of Military Police and Local Intelligence Files required only if individual has been in locale more than 30 days.)

10. REMARKS:

11. TYPE OF REQUEST: ( ) INITIAL ( ) FOLLOW-UP (TRACER)

12. CATEGORY OF REQUEST ( ) I ( ) II ( ) III ( ) IV

13. CLEARANCE REQUESTED:

A. ( ) INTERIM ( ) FINAL

B. ( ) TOP SECRET ( ) SECRET ( ) CONFIDENTIAL

14. SPECIAL PROGRAM REQUIREMENTS:

15. INCLOSURES:	DATE	SIGNATURE

UNABLE TO GRANT CLEARANCE AT THIS TIME

( ) No Record

( ) Investigation Pending

( ) Investigation currently on file is not sufficient to grant the requested clearance.

( ) Submit request for:

(SBI) (BI) NACI) (NAC) (OTHER)

SECURITY CLEARANCE GRANTED BY CCF

Based on:

( ) SBI ( ) BI ( ) NAC + 10 yrs

( ) NACI ( ) NAC ( ) ENTNAC

( ) LRC ( ) ______________

Completed on: ______________

Investigating Agency: ______________

PCCF Form 5-R
1 June 1978

Figure 1.

indicates CCF did not find information which precluded issuance of a security clearance, but it did find information which the commander must consider in making the eligibility decision for PRP. The CCF clearance granting stamp authenticates the form. The form will be destroyed after the DA Form 873 has been prepared.

5. Responsibility for Completion. Responsibility for completion of DA Form 873 will be dictated by local SOP.

REFERENCES:

Letter, PCCF-ZA, US Army Central Personnel Security Clearance Facility, subject: Letter of Instruction 78-2 (short title: LOI 78-2), 1 July 1978.

TASK NUMBER: 301-336-5117

PREPARE A NATIONAL AGENCY CHECK REQUEST

CONDITIONS:

As intelligence sergeant, given DD Form 1584 and a requirement by the S2 to prepare a National Agency Check (NAC) Request on an individual for a personnel security investigation before requesting a security clearance.

STANDARDS:

1. Have the individual complete DD Form 1584 (figure 1), blocks 1 through 16, in pencil.

2. Review the pencil copy for corrections and then prepare one copy of DD Form 1584 in its entirety. The copy may be hand printed or it may be typed, insuring that NAC in bold letters is printed centered at the top of the form.

3. Mark the completed form and handle IAW Privacy Act of 1974.

4. Forward the form as prescribed by local security directives or supplements to AR 604-5.

PERFORMANCE MEASURES:

1. General.

a. The National Agency Check Request (DD Form 1584) is used to initiate a request for a personnel security investigation before requesting a security clearance. A copy of DD Form 1584 is shown in figure 1.

b. The office or unit responsible for submitting the DD Form 1584 will have the individual complete blocks 1 through 16, as a draft, in pencil. It is imperative that the information on the 1584 concerning the individual be factual, correct, and readable; therefore, entries on the final form should, if possible, be typewritten. To avoid delays, you should read the information to insure that it is correct.

c. The abbreviated marking NAC must be written in large block letters at the top center of the form. This marking indicates a search for derogatory information or other information required for completion of a National Agency Check to serve as a basis for granting clearance. The form will then be forwarded as prescribed by your local security directives/supplements to AR 604-5. In all probability, it will be forwarded to the next higher headquarters.

NOTE: Forwarding procedures may vary from installation to installation.

2. Detailed Instructions for Completing DD Form 1584.

NOTE: The following detailed instructions are keyed to each block on the form and are intended to amplify the instructions printed in each block. See figure 1 (DD Form 1584).

a. Return Results To. Address of unit or staff section which has authority to grant clearance, normally the division G2 or the Director of Security. This is the only place a ZIP code number is required.

b. Request Date. The date that the request is submitted.

c. Blocks 1 and 2. Self-explanatory.

d. Block 3. List all aliases, nicknames, or name changes. If female and married, divorced, or widowed, insure that the subject's maiden name and married name are both reflected in this block. For example: Nee BROWN, MARY ALICE, AKA BLACK, ROBERT JOSEPH, MRS. Continue the listing of alias(es) in block 18 if necessary.

e. Block 4. Social Security Number. Show subject's social security number. If he or she does not have one, indicate "None."

f. Block 5. Month, Day, Year of Birth. Indicate the month, day, and year of birth. Spell out or abbreviate the month (e.g., 5 June 1929; do not show 5-6-29 or 6-5-29).

g. Block 6. Place of Birth. Show city, county, and state, if born in the United States. In the case of foreign birth, list the city and the political division of the country which differentiates cities of the same name and country; e.g., Oberursel/Taunus, Hesse, Germany.

h. Block 7. Service Number. Show individual's former military service number. Leave blank if service number is not known.

i. Block 8. Security Program.

(8a) Indicate whether request is made under the military, civilian, or industrial security program. If military on active duty, include the subject's rank (01, E2, etc.) beside the block checked.

(8b) Show if local files concerning the subject were checked with favorable results. If files are not available or if results were unfavorable, explain in block 18 and leave this item blank.

(8c) Show the unit initiating this request (the initiator normally will be the same as the unit shown in the "Return Results To" block).

j. Block 9. Relatives. List full name of father, mother, and spouse, to include the maiden names of females.

k. Block 10. Date and Place of Birth. Complete this block on each family member using the same format as prescribed in blocks 5 and 6, above.

l. Block 11. Present Address. Give complete addresses, including street and house number of father, mother, and spouse. If deceased, reflect date of death.

m. Block 12. Citizenship. Show citizenship status of father, mother, and spouse. Give alien registration numbers, when applicable.

n. Block 13. Residences. List all places of residence from individual's 18th birthday or during the past 15 years, whichever is shorter, in chronological order beginning with the current address. If under 21, list present and all addresses during the preceding 3 years. Give the beginning and ending month and year for all periods of residence, when possible.

o. Block 14. Employment. List each period of employment from the subject's 18th birthday or during the past 15 years, whichever is shorter, in chronological order beginning with the current employment. If under 21, list all employments for the preceding 3 years. Give employer's complete name, street and house number, city, and state. The month and year of beginning and ending of each period of employment must be shown. If the subject was unemployed and his activities were not covered by education, indicate each period of unemployment with the beginning and ending month of each period.

p. Block 15. Last Civilian School. Show the last civilian school attended. Give the name and complete address of the school. Give month and year schooling commenced and terminated.

q. Block 16. If a "YES" answer is given to any question in this block, a full explanation must be made in the "Remarks" section, block 18, of the form and on additional sheets of plain paper if more space is needed. The following explains the requirements to complete the expanded answers to questions a through g of this block.

(1) Is the subject an alien or a naturalized citizen? If an alien, provide alien registration number, the date and port of entry, and the last Immigration and Naturalization Service Office with which registered. If a minor at the time of immigration, provide parent's registration numbers and the date and port of entry. If a naturalized citizen, provide the naturalization number, date, and the place and court where the certificate was issued. If citizenship was acquired through naturalization of parent(s), provide the name of the parent(s) and the date, place, and court.

(2) Has the subject any foreign connections, employment, or military service?

(a) Foreign Connections: Identify all foreign nationals or foreign organizations in the United States or abroad with whom subject has been connected.

(b) Foreign Relatives: List name, address, and relationship of each relative residing in either a foreign country or in the United States as an alien. (Relatives to be included are brothers, sisters, children, guardians, step-parents and former spouses.)

(c) Foreign Employment: Indicate the name and location of the foreign firm or government agency which employed subject and list the inclusive dates of employment (if this has not been provided in response to block 14).

(d) Foreign Military Service: State the country, branch of military service, grade, service number, inclusive dates of service, and type of discharge (service in the armed forces of a foreign government, not US military service abroad).

(3) Has the subject traveled or resided abroad other than for the United States government? List each foreign country in which subject has traveled or resided other than as a direct result of United States government duties. Provide inclusive dates and the purpose of all foreign travel.

(4) Has the subject had employment requiring a security clearance or investigation? Name the employer and indicate the type of security clearance issued and/or investigation conducted. If known, provide the name of the agency that completed the investigation, the date, and the file number.

(5) Is the subject now or has he ever been in the Federal Civil Service or Armed Forces?

(a) If currently or previously employed by the United States government, state the employing federal agency or department and include the location and inclusive dates. If listed in block 14, write, "See block 14" in the remarks block (block 18).

(b) If formerly a member of the United States Armed Forces, provide branch of service, rank/grade, service number or SSAN, inclusive dates of service, and nature of discharge or separation. Consider Coast Guard or Merchant Marine duty as military service.

(c) If currently on active duty in the United States Armed Forces, state "Active Duty" and list branch of service, rank/grade, and date active service started.

(d) If currently a member of a reserve component of the Armed Forces, indicate whether Reserve or National Guard, the branch of service, the unit designation and location, individual status, rank/grade, service number, or SSAN, and date of initial entry.

(6) Has the individual qualified DD Form 398 (Statement of Personal History) or similar security form? This question is often answered incorrectly. "Qualification" of security forms refers to answers or remarks of security significance entered on the form, or a refusal to complete the security form in its entirety. Specifically, qualification of DD Form 398 means a "YES" answer was given to any question in the "provisions" section of that form (i.e., "YES" to any question in item 17 of DD Form 398). It does not refer to whether or not you have completed or filled out the forms.

NACC Use Only	DEPARTMENT OF DEFENSE **NATIONAL AGENCY CHECK REQUEST**	REQUEST DATE
	1. LAST NAME - FIRST NAME - MIDDLE NAME	2. SEX
	3. ALIAS(ES) AND ALL FORMER NAME(S)	4. SOCIAL SECURITY NUMBER
5. MONTH, DAY, YEAR OF BIRTH	6. PLACE OF BIRTH	7. SERVICE NUMBER

RETURN RESULTS TO: *(Include ZIP Code)*	8. a. SECURITY PROGRAM ☐ MILITARY ☐ CIVILIAN ☐ INDUSTRIAL
	b. ☐ LOCAL FILES CHECKED WITH FAVORABLE RESULTS
	c. INITIATOR OF REQUEST

9. RELATIVES	10. DATE AND PLACE OF BIRTH	11. PRESENT ADDRESS	12. CITIZENSHIP
a. FATHER			
b. MOTHER *(Full Maiden Name)*			
c. SPOUSE *(Full Maiden Name)*			

13. RESIDENCES *(List all from 18th birthday or during past 15 years, whichever is shorter. If under 18, list present and most recent addresses.)*

a. FROM	b. TO	c. NUMBER AND STREET	d. CITY	e. STATE

14. EMPLOYMENT *(List all from 18th birthday or during past 15 years, whichever is shorter. If under 18, list present and most recent employment)*

a. FROM	b. TO	c. EMPLOYER	d. PLACE

15. LAST CIVILIAN SCHOOL

a. FROM	b. TO	c. NAME	d. PLACE

YES	NO	16 *("Yes" answers must be explained in Item 18, below.)*
		a. Is the subject an alien or naturalized citizen?
		b. Has the subject any foreign connections, employment or military service?
		c. Has the subject travelled or resided abroad other than for the U.S. Government?
		d. Has the subject had employment requiring a security clearance or investigation?
		e. Is the subject now or has he ever been in the Federal Civil Service or Armed Forces?
		f. Has the subject qualified DD Form 398, 98, 48-1, or similar security form?
		g. Has the subject ever been addicted to drugs?

17. REQUEST DATA

a. REQUESTER DESIGNATOR				b. REASON	
	ARMY		DASA		BASIC TRAINEE
	NAVY		DCA		PRE-COMMISSION
	AIR FORCE		DCAA		NUCLEAR
	OSD		DIA		BI
	JCS		DSA		SECRET CLEARANCE
	NSA		DISCO		

18. REMARKS *(If additional space is needed, continue on plain paper.)*

DD FORM 1 DEC 66 1584 REPLACES DA FORM 3027, 1 AUG 65, WHICH IS OBSOLETE. ☆GPO: 1967 O -247-527 1

Figure 1.

(7) Has the individual ever been addicted to drugs? If individual is or ever has been addicted to the use of habit-forming drugs, such as narcotics or barbituates, explain in detail providing dates and residences.

r. Block 17. Request Data. Leave blank.

s. Block 18. Remarks. In this section, list any arrests which were listed in block 18 of individual's DD Form 398. This space may also be utilized for the continuation of other items when insufficient space was provided. If additional space is required, continue on a plain sheet of paper; enter the individual's full name, grade, social security number, and "Continuation Sheet - DD Form 1584" at the top left of any continuation sheets.

3. Results of the NAC. The results of the National Agency Check will be returned through channels to the division G2. The division will receive a completed copy of the 1584 which will be forwarded to the office maintaining the individual's personnel file for placement in the file. If the requesting unit is at brigade or lower, the division G2 will inform the requestor of the results of the check.

REFERENCES:

AR 604-5, Clearance of Personnel for Access to Classified Defense Information and Material, May 72 (chap 2, pages 2-1, 2-2, para 2-1, 2-2)
Letter, PCCF-ZA, US Army Central Personnel Security Clearance Facility, subject: Letter of Instruction 78-2, (short title: LOI 78-2), 1 July 1978

TASK NUMBER: 301-336-5114

PREPARE REQUEST FOR PERSONNEL SECURITY INVESTIGATION (DD FORM 1879)

CONDITIONS:

You have been given a requirement by the S2 to complete DD Form 1879 for the purpose of requesting either one of the following types of personnel security investigations:

1. Limited Inquiry.
2. Background Investigation (BI).
3. Special Background Investigation (SBI).
4. BI Bring-Up.
5. SBI Bring-Up.

STANDARDS:

1. Enter correct and factual information in all items of DD Form 1879.
2. Indicate by checking the appropriate block the type of personnel security investigation to be conducted (item 5 of form).
3. Indicate the justification for conducting the type of investigation by checking the appropriate block (item 6 of form).
4. Do not complete the blocks circumscribed by the heavy black line.
5. Mark the completed form and handle IAW Privacy Act of 1974.

PERFORMANCE MEASURES:

1. General.

a. DD Form 1879 (Request for Personnel Security Investigation) (figure 1). This is a standard form for authorized clearance authorities to request a personnel security investigation, or a review of previous investigations, in order to validate an existing clearance, or a check of intelligence files for any purpose. Its use is restricted to actions involving individuals. It will not be used to request investigations on impersonal subjects such as incidents, organizations, or complaints.

b. Types of Investigations and Required Supporting Documents.

(1) Limited Inquiry — a request for an additional investigation required to resolve derogatory or adverse information which developed

through the personnel security investigation. The request must be accompanied by an original and four copies of DD Form 398 (Statement of Personal History) and a completed FBI Form FD 258 (Fingerprint Card).

(2) Background Investigation (BI) — a complete background investigation conducted on the person mentioned as the subject of the investigation. It requires a search for all information to include summaries of investigations, when available. The DD Form 1879, forwarded in triplicate, must be accompanied by an original and four copies of DD Form 398, copies 1, 2, and 3 of the DD Form 1584 National Agency Check Request, with carbon interleaves, and one copy of FBI Form FD 258.

(3) Special Background Investigation (SBI) — a complete special background investigation requested on the person mentioned as subject of the investigation. It requires a search for all information pertinent to the investigation. Documentation will be the same as for a background investigation.

(4) BI Bring-Up and SBI Bring-Up — an investigation conducted to cover the time since the last background or special background investigation was conducted on subject in question. DD Form 1879 will be accompanied by an original and 4 copies of DD Form 398, original and 3 copies of DD Form 1584, and one signed FBI Form FD 258.

c. Reuse of the Form. The same DD Form 1879 will not be reused to request additional investigation on a subject after the Defense Investigative Service (DIS) has indicated that the investigative action has been completed. If the requestor determines that the investigative results are inadequate for the action contemplated, a new DD Form 1879 must be submitted. It is imperative that identifying data concerning the subject be accurately transcribed to the new DD Form 1879. Spelling of names, date and place of birth, and all serial/social security numbers must be double checked. State specifically, in block 20, the additional investigation desired and justify the requirement for this additional investigation.

2. Detailed Instructions for Filling Out DD Form 1879 (figure 1).

a. Block 1. Enter the designation and address, to include zip code, of the headquarters, unit, or activity submitting the request for investigation.

b. Block 2. Enter the Unit Identification Code (UIC) or Personnel Accounting System (PAS) code assigned to the headquarters, unit, or activity submitting the request for investigation.

c. Block 3. To be used by the requestor for the internal filing system.

d. Block 4. Enter the date the requestor dispatches the request form.

e. Block 5. The purpose of this block is to identify the type of investigation being requested. The five types of personnel security investigations listed in this item are the only ones authorized by general DOD policy. Check only one block. Request for an investigation other than one of these types must be on a specific exception to policy granted by the Secretary of the Army and approved by the Assistant Secretary of Defense

(Comptroller). When an investigative request is based upon such an exception, the block "Other" will be checked, and the specific exception explained in block 20, "Remarks." "Limited inquiry" will be checked only when the requestor requires expansion of a National Agency Check or other limited investigation needed to resolve specific derogatory or adverse information developed through other means. In each instance, the reason for the limited inquiry must be explained in block 20.

f. Block 6. The purpose of this block is to establish the basis or justification for conducting the type of investigation being requested.

(1) DOD policy directives delineate the type of investigation required and authorized or needed for access to classified information. Accordingly, the reason must be directly supportive of one of the types of investigation prescribed by DOD policy or approved exceptions thereto.

(2) When the requested investigation is for access to CONFIDENTIAL or SECRET information, one of the subsequent blocks in this block must be checked as additional justification for conducting the investigation. A background investigation for access to CONFIDENTIAL or SECRET information is not normally required. However, a background investigation for access to CONFIDENTIAL or SECRET information is conducted for certain nuclear weapon positions, and also when there is an immigrant alien clearance requirement.

(3) If there are additional reasons for requesting an investigation for access to TOP SECRET information, then the appropriate additional blocks in this item must be checked. For example, if subject is to be given access to sensitive compartmented information or will be engaged in Presidential Support activities, the first block of this item will be checked with the words CONFIDENTIAL and SECRET lined out, and the appropriate block for sensitive compartment information or Presidential Support will also be checked.

(4) If the block marked "Other" is checked, specify in the space provided, or in block 20, the exact reason for the investigation.

g. Block 7. Complete this block even though the information may be the same as that contained in item 1. The results of an investigation on a subject who is the commanding officer or who is the authority to grant security clearance will be provided to the next senior in the subject's chain of command.

THE ENTRIES IN BLOCKS 8 THROUGH 16 ARE THE ITEMS OF INFORMATION WHICH WILL BE USED FOR ENTRIES IN THE DEFENSE CENTRAL INDEX OF INVESTIGATIONS (DCII). IT IS IMPERATIVE THAT THEY BE COMPLETE AND ACCURATE.

h. Block 8. The subject's name will be entered in the following order: Last name, first name, middle name, with the last name only in capital letters.

i. Block 9. Each name entered will be identified as to type; e.g.:

Nee - BLACK, Virginia Jean

Also Known As (AKA) - BLACK, Robert Joseph, Mrs.

Alias - SCHWARTZ, Jinny

j. Block 10. Enter date of birth in order of year, month, and day. Do not use numerical code for month; spell out using standard abbreviation (e.g., Jan, Feb, etc.). Cite complete year (19xx).

Example: 1906 Jan 14.

k. Block 11. Enter social security number. Include dashes.

l. Block 12. If subject is military or former military, enter all previous service numbers, if known.

m. Block 13, Enter "M" for male or "F" for female.

n. Block 14. For those subjects born in the United States, list the city and state. In case of foreign birth, list the city and the political division of the country which differentiates cities of the same name and country; e.g., Oberursel/Taunus, Hesse, Germany.

o. Block 15. Enter DOD component with which subject of the investigation is affiliated (USA, USN, USAF, NSA, DIA, DSA, etc.).

p. Block 16. Enter grade for military personnel (01, E2, etc.); for DOD civilian employees, enter pay scale (GS1, WB1, etc.); for industrial personnel, enter, "Civ."

q. Block 17. The review of local files will be indicated by checks in the applicable blocks. If unfavorable information is developed, summarize it in block 20. If there is evidence of past or present mental or nervous disorder or emotional instability, set forth full details in block 20. If no records were reviewed, indicate the reason they were not reviewed in block 20 and state where the records are located.

r. Block 18. Verification, partial verification, or nonverification of United States government employment or current military service will be indicated by a check in the appropriate block. The DIS will not verify United States government employment or current military service when the requestor indicates that it has been verified as listed on the personal history form. If the requestor indicates that United States government employment or current military service has not been verified or has been only partially verified, the DIS will accomplish full verification.

s. Block 19. Enter information as to types of any previous investigations, dates thereof, file numbers, and agencies conducting the investigation. If unknown, so state.

t. Block 20. Enter information necessary to clarify entries in preceding blocks. List additional names when there is insufficient space in block 9. Indicate in this item what specific additional investigation is required when

REQUEST FOR PERSONNEL SECURITY INVESTIGATION

2. CODE

3. REQUESTER FILE NO.

4. DATE OF REQUEST

1. FROM: Personnel Investigation Control Center
Defense Investigative Service
P. O. Box 454
Baltimore, Maryland 21203

TO:

7. RETURN RESULTS TO: *(Include ZIP Code)*

5. THIS REQUEST IS FOR:
- ☐ LIMITED INQUIRY
- ☐ BACKGROUND INVESTIGATION (BI)
- ☐ SPECIAL BACKGROUND INVESTIGATION (SBI)
- ☐ BI BRING-UP
- ☐ SBI BRING-UP
- ☐ OTHER *(Specify in Remarks)*

6. REASON FOR INVESTIGATION:
- ☐ ACCESS TO MATERIAL CLASSIFIED *(Confidential) (Secret) (Top Secret)*
- ☐ NUCLEAR WEAPON POSITION
- ☐ IMMIGRANT ALIEN CLEARANCE REQUIREMENT
- ☐ SENSITIVE COMPARTMENTED INFORMATION
- ☐ SIOP-ESI
- ☐ PRESIDENTIAL SUPPORT
- ☐ OTHER *(Continue in Remarks)*

DO NOT COMPLETE - BLOCKS CIRCUMSCRIBED BY HEAVY BLACK LINE ARE FOR DIS INTERNAL USE ONLY

CCN *(Case Control Number)* (1-15) | (16-22)

23 | 24 | 8. NAME *(Last-First-Middle) (Last Name only in Capitals)*

23 | 24 | 9. OTHER NAMES USED OR KNOWN BY *(Continue in Remarks)*

10. DATE OF BIRTH *(Y-M-D)*	11. SSN	12. FORMER SERVICE NO	13. SEX	PB (72-73)	PC (74-75)	SV (76)	CR (77-78)

14. PLACE OF BIRTH *(City, State)*	15. SERVICE	16. RANK/RATE/GRADE	R	A	I	N				

17. LOCAL FILES
☐ PERSONNEL, ☐ BASE/MILITARY POLICE, ☐ MEDICAL, ☐ SECURITY,
WERE REVIEWED ON ________ *(Date)* AND REVEALED:
☐ NO UNFAVORABLE INFORMATION
☐ UNFAVORABLE INFORMATION SUMMARIZED IN "REMARKS" BELOW

18. HISTORY OF GOVERNMENT EMPLOYMENT, CURRENT MILITARY SERVICE, INDICATED ON ATTACHED PERSONAL HISTORY FORM IS ☐ CORRECT ☐ PARTIALLY CORRECT ☐ COULD NOT BE VERIFIED. *(If other than correct is checked, explain in remarks.)*

19. PRIOR INVESTIGATION: ☐ YES ☐ NO ☐ UNKNOWN
(If Yes, reflect type, when made, by whom, and file No.)

20. REMARKS: *(Use Continuation Sheets as Required)*

DESIRE ADVANCE NOTIFICATION OF NAC RESULTS:
☐ YES ☐ NO

21. ENCLOSURE(S)

22. AUTHORIZED BY:

(Signature)

(Type Name, Title, and Telephone Number)

DIS NON-ACCEPTANCE STAMP

REFER TO THIS CASE BY "NAME-SSN-CCN"

DIS CLOSING STAMP

REFER TO THIS CASE BY "NAME-SSN-CCN"

DD FORM 1 MAY 73 1879 REPLACES DD FORM 1879 (TEST) 1 SEP 72, WHICH IS OBSOLETE.

Figure 1.

submitting a request for additional investigation. This block may be continued on plain bond paper.

u. Block 21. Enter the number and identification of inclosures.

v. Block 22. Under no circumstances will an individual request his own investigation. Any request for investigation of a commanding officer or other competent authority authorized to grant security clearances will be submitted by the next senior in the chain of command.

3. **Forwarding the Form.** The DD Form 1879 will be forwarded as prescribed by local security directives or installation supplements to AR 604-5. You will be required to forward the request through S2 channels to the division G2 or the post Director of Security who will forward the request to the Personnel Investigations Control Center (PICC).

REFERENCES:

AR 604-5, Clearance of Personnel for Access to Classified Defense Information and Material, May 72

CHAPTER 3

SENIOR INFANTRY SERGEANT

SECTION IV

TACTICAL OPERATIONS CENTER (TOC) FUNCTIONS

TASK SUMMARY

TASK NUMBER: 071-332-5050

MONITOR OPERATIONS/MOVEMENTS OF SUBORDINATE UNITS

CONDITIONS:

During battalion combat operations, CPX, FTX, or peacetime contingency, given a copy of the OPORD, frag order, or movement order that designates the operation/movement; overlay or graph showing the scheme of maneuver/route of movement, phase lines, and critical points; a map; a watch; and AM/FM radio(s).

STANDARDS:

As a minimum:

1. Continuously monitor tactical operation/movement from initiation to completion.

2. Advise units of corrective actions when major deviations from the OPORD/movement order occur.

3. Implement supporting action for subordinate units/elements that require assistance.

PERFORMANCE MEASURES:

1. **General.** The primary functions of the S3 section at the battalion level are monitoring and coordinating operations and movements of subordinate units. The S3 section presents to the commander the current operation estimate of the situation and recommendations for the employment of organic, assigned, attached, and supporting combat and combat support units. The S3 section uses information provided by subordinate units, staff sections, and other tactical operation elements and insures the dissemination of this information to other sections of the command post.

2. **The S3 section.**

a. Maintains information on the status of subordinate units reporting directly to the battalion. The S3 section maintains only essential information required to insure control, e.g., knowledge of capabilities, commitment, availability, and effectiveness of subordinate units.

b. Maintains information on the current status of barriers and obstacles. The location and extent of artificial and natural barriers, obstacles, and gaps are displayed in the command post. This information is provided by the S2 and supporting engineers. The S3 section receives reports of changes from subordinate units as they occur and provides the information to other command post (CP) elements.

c. Maintains information on the current friendly situation. The S3 section is the focal point within the battalion CP for information on the current friendly situation. The information is shown graphically on the friendly portion of the situation map. This information is maintained and displayed for use by all CP elements. The S3 section also portrays the latest information on the operation, to include boundaries, control measures, objectives, and location of all units.

d. Disseminates orders and information and monitors execution to insure compliance with the commander's concept and decisions. The S3 section disseminates orders and instructions directly to combat and combat support units.

e. Disseminates the commander's decisions, guidance, priorities, and allocation of resources. The S3 section disseminates to other CP elements the commander's decisions and guidance concerning conduct of the current operation and the establishment of priorities and allocation of resources. The extent to which the S3 section may act on its own initiative is prescribed by the commander.

f. Coordinates requirements for movement of combat and combat support units. Movements of combat and combat support units in the battalion operational area are coordinated with the S4. He supports movements in accordance with priorities recommended by the S3 section.

g. Prepares the maneuver portion of fragmentary operation orders. The S3 section, in close coordination with the S2 section, prepares portions of orders pertaining to the combat elements of the battalion. Other staff sections are provided this information to insure coordination of the combat support portion of orders.

h. Recommends the employment of organic, attached, or supporting combat and combat support resources. Recommendations are based on advice and recommendations from other battalion sections, liaison representatives in the command post, and subordinate unit commanders. Before it submits the recommendations, the S3 section coordinates to insure feasibility, availability of required combat support and combat service support, and interchange of information.

REFERENCES:

FM 7-20, The Infantry Battalion (Infantry, Airborne, Air Assault, Ranger), Apr 78 (chap 3, pages 3-13 thru 3-15)
FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (app J, pages J-4 and J-5, para J-15)

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 071-332-5051

PREPARE/POST DAILY STAFF JOURNAL

CONDITIONS:

During combat operations, CPX, FTX, or peacetime contingency, given a unit SOP, DA Form 1594 (Daily Staff Journal/Duty Officer's Log), and pen, pencil, or typewriter.

STANDARDS:

1. During period specified by unit SOP, record events, which affect your unit or staff section operations, on DA Form 1594 (Daily Staff Journal/Duty Officer's Log).

2. Journal entries must:

a. Be posted immediately upon receipt/dispatch/occurrence of events.

b. Accurately and concisely describe the information received/ dispatched on the event that occurred.

c. Specify actions that were taken upon receipt/dispatch of information on the event that occurred.

PERFORMANCE MEASURES:

1. The journal is a permanent, chronological record of reports and messages, that have been received and transmitted, of important events that have occurred, and of actions taken in response, covering a stated period (specified by the commander), usually 24 hours. Among the purposes for maintaining a journal are:

a. To assist in the more efficient conduct of operations.

b. To provide a ready reference for the commander and staff and for higher and lower headquarters.

c. To serve as a permanent record for training matters, operational reviews, and historical research.

2. There are generally three methods of maintaining a journal:

a. The S1 maintains it for headquarters.

b. Each staff section maintains a staff journal for that section.

c. It is maintained as a combined staff section journal such as the S1/S4 staff journal and S2/S3 staff section journal.

NOTE: The commander of a brigade may prescribe the maintenance of one journal for the unit or require the maintenance of separate journals by each staff section.

3. Form and contents:

a. Differences in size, organization, and missions of units and staff sections preclude rigid adherence to a model form of journal. The format of this example is provided by DA Form 1594 (Daily Staff Journal or Duty Officer's Log), figure 1.

b. Journal entries should reflect:

(1) An accurate and concise statement of the message, report, or event.

(2) A notation as to the sender or individual making the report, to include unit duty position or section, such as S3, 1-29 Inf.

(3) The time of receipt or dispatch and method of transmission.

(4) Action actually taken (not intended) as a result, to include dissemination of reports and information.

(5) The purposes, subjects, and conclusions of command conferences will be described briefly; command decision will be set down; plans will be summarized; all movements of units down to company, battery, and troop level will be described in such a manner as to enable their locations to be pinpointed and traced; all changes in unit status, e.g., activation, inactivation, redesignation, reduction to zero strength, and assignment.

(6) Liaison activities, training activation, weather, and other conditions influencing operations.

(7) Synopses of written, oral, electronic, and visual messages and orders.

(8) At the close of each period, a summary of important events and plans for the following period, entered by the individual responsible for signing the journal.

(9) Following the summary, a legend of symbols used in action taken.

4. A journal file will be maintained and will contain material necessary to support the entries in the journal itself. The journal file will include copies of orders, periodic reports of the unit and its subordinate and attached units, available periodic reports of higher and adjacent units, messages, memoranda, conference notes, maps, overlays, firing charts of artillery units when applicable, personnel reports, ammunition expenditure reports, and other statistics and data considered appropriate.

a. When the journal is maintained by the S1 for the entire headquarters, he will establish a system for the receipt of items for inclusion in the journal sheet and journal file from other staff members.

(CLASSIFICATION)

DAILY STAFF JOURNAL OR DUTY OFFICER'S LOG
For use of this form see AR 220-15; the proponent agency is Office of Deputy Chief of Staff for Military Operations.

PAGE NO. 2 | NO. OF PAGES 2

ORGANIZATION OR INSTALLATION	LOCATION	PERIOD COVERED FROM HOUR	FROM DATE	TO HOUR	TO DATE
S2/S3 1st Bn, 66th Inf	VIALAN (NA928153)	0001	04 Jan 71	2400	04 Jan 71

ITEM NO.	TIME IN	TIME OUT	INCIDENTS, MESSAGES, ORDERS, ETC.	ACTION TAKEN	INITIALS
7		1730	OPORD 6 issued 1730	T,F	RAS
8		1800	S3, 1st Bde notified – Tm A: Closed new assembly area vic NA938162 at 1755	M, S	PS
9		1800	S3, 1st Bde notified – Tm B: Closed new assembly area vic NA929150 at 1745	M, S	PS
10	1820		Bde S2 Air: TACAIR Recon reports trenches vic NA5252 NA5143, and NA5244 prepared but	M, S	PS
			unoccupied		
11	1825		S2 and S3 returned CP 1820		JC
12		1825	S3, 1st Bde notified – that all units TF 1–66 closed new assembly area vic NA932157 at	M, S	JC
			1820		
13	1915		S3, 1st Bde notified – 1–45th FA LO 4–100–mm AA guns located vic NA4747, 4–100–mm	M, S, Bde	JC
			AA guns located vic NA4843, 6–122–mm HOW located vic NA4741. Increased aggressor counter–		
			battery fire in brigade secto. 1815–1915		
14		2340	Cdr Tm C: Cdr Tm C meet Cdr TF 1–66 at OP No 2 050530 Jan.	F	HMA
15	2355		S3, 1st Bde notified – Time of Div attack changed to 050830 Jan.	Cdr, S, T, F	RAS
			Summary: TF moved to assembly area in preparation for attack 050830. For details see OPORD 6. Plans		
			for next period: TF will attack to carry out mission of seizing high ground south of LE BAIR (NA931204).		
			LEGEND M – Situation Map S – Staff Disposition		
			T – Distribution to Troops F – File		

TYPED NAME AND GRADE OF OFFICER OR OFFICIAL ON DUTY	SIGNATURE
/t/FRANK A. COOCH, MAJ	/s/Frank A. Cooch

DA FORM 1 NOV 62 1594 PREVIOUS EDITION OF THIS FORM IS OBSOLETE. * U.S. GPO 1974 540 848 9244

(CLASSIFICATION)

Figure 1. S2/S3 daily staff journal.

b. The recommended system for maintaining the journal at brigade and battalion is the combined staff sections (S1/S4 Journal and S2/S3 Journal). Under this method, the combined journal sheets and journal file are turned over to the S1 at the end of the specified reporting period for consolidation and filing.

5. Journals and journal files are records of permanent value. They will be disposed of in accordance with AR 340-18-2.

REFERENCES:

AR 220-15, Journals and Journal File, Mar 73 (pages 1 and 2, para 1 thru 4)
FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (chap 2, page 2-7, para 2-16c)

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 071-332-5052

SUPERVISE ESTABLISHMENT/DISPLACEMENT OF TACTICAL OPERATIONS CENTER (TOC)

CONDITIONS:

As an operations sergeant, given a requirement to supervise or assist in the establishment/displacement of a TOC.

STANDARDS:

Insure that, as a minimum, the TOC satisfies the requirements listed in the TOC operation checklist (figure 1). [NOTE: Your unit may amend or provide a totally different checklist or SOP tailored to its specific operational requirements.]

PERFORMANCE MEASURES:

As an operations sergeant during combat or in a simulated combat environment, your principal duty is to assist in establishment and actual operation of the commander's nerve center, the TOC. To make your job easier and to identify requirements that must be accomplished to insure effective performance, the TOC operation checklist has been developed (figure 1). This checklist consists of two sections:

1. Section I: The tasks in this section are listed in the order in which they normally occur. When adequate personnel are involved in the operation of the TOC, these tasks may be performed simultaneously. If these tasks cannot be done, the TOC has failed in its mission.

2. Section II: The remaining tasks on the checklist do not represent all that must be done to insure the combat survivability and efficiency of the TOC, but they are the more important ones. Depending on the number of personnel available, all the tasks can be accomplished at the same time as those in section I or separately. The order in which the section II tasks are listed in the checklist does not set a priority for their accomplishment.

TOC OPERATION CHECKLIST

Section I: Mission requirements.	YES	NO
1. All radios (AM/FM) are operational and manned by qualified personnel.	______	______
2. Situation map is posted with the current operation(s) and updated with significant developments.	______	______
3. The Staff Duty Journal (DA Form 1594) is opened as soon as TOC is operational, and all significant developments are entered on the form.	______	______
Section II: Additional requirements that improve efficiency and survivability.		
4. Telephone nets are opened.	______	______
5. Planning map and/or planning overlays are available to the commander.	______	______
6. TOC personnel are assigned defensive sectors, and hasty defensive positions are prepared.	______	______
7. Access to TOC is controlled (e.g., concertina and sentries positioned and ID badges used).	______	______
8. TOC duty shifts are designated.	______	______
9. Vehicles, equipment, and positions are camouflaged.	______	______
10. Facilities are blacked out.	______	______
11. Generators are sandbagged.	______	______
12. Fighting positions are improved.	______	______

Figure 1.

REFERENCES:

FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (page J-3, para J-13)

NOTE: FM 101-5 is currently under revision.

TASK NUMBER: 113-572-6001

PREPARE JOINT MESSAGEFORM (DD FORM 173)

CONDITIONS:

Given a copy of AR 105-31, contents of message, addresses, security classification, a blank Joint Messageform (DD Form 173), standard office supplies, and a designated completion time.

STANDARDS:

Within 1 hour, the Joint Messageform will be correct in accordance with AR 105-31, paragraphs 7-6 through 7-13, as explained in the performance measures below.

PERFORMANCE MEASURES:

1. If used properly, the Joint Messageform (DD Form 173) can be a useful tool in facilitating rapid and effective communications.

2. The drafter of a message is the writer of the message. It is his responsibility to insure that the message which he prepares is as clear and concise as possible.

3. Message Preparation.

a. Receipt/Release Authority.

(1) Each staff section and local unit served by the Telephone Communications Center (TCC) should provide the TCC with a listing of personnel authorized to receipt for messages. The list will include name, rank, SSAN, security clearance, and sample signature. Releasers of message traffic should be restricted to those personnel authorized to approve for release of other record correspondence.

(2) Units serviced by the Forward Area Signal Centers should provide all of the above requirements to the serving signal center as soon as possible upon arrival in their field location.

b. Outgoing Messages.

(1) Minimum copies required by the TCC will be the original standard DD Form 173 and two carbon copies. The TCC will accept messages in proper format only, assign date-time groups, and return one copy to the originator.

(2) Preparation of copies for internal staff distribution and local units is the responsibility of the originator. Distribution of internal copies will be affected by the TCC.

c. Message Preparation on DD Form 173. (Items are keyed to DD Form 173, figure 1.)

(1) The word UNCLASSIFIED may be stamped, marked, or typed; however, all security classifications and markings must be stamped or marked in RED. **(NOTE: There are two blocks; one top, one bottom.)**

(2) Self-explanatory.

(3) Completed by originator. Reflects time (ZULU time) that message was drafted or time message was signed by releaser.

(4) Determine speed of service by two-letter precedence. Strict adherence to the procedures for assigning precedences is mandatory to insure expeditious speed of service. Abuse of the precedence assignment system results in routine speed of service for high precedence messages.

ZZ - FLASH
OO - IMMEDIATE
PP - PRIORITY
RR - ROUTINE

NOTE: Precedence is not required for ZEN (sent by other means) addressees.

(5) Leave blank.

(6) Classification code list should be used.

UUUU - UNCLASSIFIED
EEEE - UNCLASSIFIED EFTO
CCCC - CONFIDENTIAL
SSSS - SECRET

NOTE: TTTT (TOP SECRET) is not handled by the Telecommunications Center. During tactical operations, contact the DSO (division signal officer) for further guidance.

(7) Leave blank.

(8) Utilized by the TCC ONLY.

(9) Book and general messages mark "YES"; single and multiple addressees messages mark "NO." NOTE: Approximately 95% of all messages are "NO."

(10) Stamp or mark special handling instructions. DO NOT TYPE. (e.g., LIMDIS (Limited Distribution.).)

(11) Drafter's office symbol should follow geographical location.

JOINT MESSAGEFORM							SECURITY CLASSIFICATION Security Classification 1			
PAGE	DRAFTER OR RELEASER TIME	PRECEDENCE ACT	INFO	LMF	CLASS	CIC	FOR MESSAGE CENTER/COMMUNICATIONS CENTER ONLY	DATE-TIME	MONTH	YR
2 OF	3	4		5	6	7	8	15		
BOOK 9	MESSAGE HANDLING INSTRUCTIONS 10									

11 FROM: CDR 101ABNDIV(AIRASLT)
FTCAMPBELLKY//AFZBCG//

12 TO: CDR DISCOMFTCAMPBELLKY
//AFZBKE/AFZBKD//

13 INFO: CDR 101STAVNGPFTCAMPBELLKY
//AFZBRF//

14 CONFIDENTIAL Exercise 16 (exercise name inserted here)

17 SUBJ: PREPARTION OF JOINT MESSAGE FORM (U)

18 1. IN THIS SAMPLE MESSAGE INFORMATION ADDRESSEES ARE CONTINUED ON PAGE 02. IF THE ADDRESSEES WERE ACTION ADDRESSEES THEY WOULD BEGIN OPPOSITE THE WORD "TO". IF THE BODY OF THE TEXT HAD CONTINUED ON PAGE 02 IT WOULD BEGIN AT THE LEFT MARGIN ON THE FIRST LINE BELOW THE WORD "TO".

2. THE ONLY PERSONNEL AUTHORIZED TO ORIGINATE ELECTRICAL MESSAGE REQUIREMENTS ARE THOSE WITH A CARD ON FILE.

3. ORIGINATED TRAFFIC WILL BE PREPARED ON A DD FORM 173.

4. THE MESSAGE WILL NOT EXCEED 69 CHARACTERS PER LINE.

16 EXERCISE (name of exercise inserted here)

19 GDS (date exercise terminates)

DISTR:	
20	

DRAFTER TYPED NAME, TITLE, OFFICE SYMBOL, PHONE & DATE DRAFTER TYPED NAME, TITLE, OFFICER SYMBOL, PHONE AND DATE 21	SPECIAL INSTRUCTIONS
RELEASER — TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE 22	
SIGNATURE	SECURITY CLASSIFICATION 1 | DATE-TIME GROUP

DD FORM 173, 1 DEC 70 — REPLACES DD FORM 173, 1 JUL 68, WHICH WILL BE USED.

Figure 1.

(12) Addressee(s) requiring electrical transmission should have address complete with geographical location and office symbols. Multiple office symbols may be used: e.g., CDR DIVARTY FTCKY/ /AFZBKJC/ AFZBKJB/ /; however, all offices reflected must be at same area. Application of office symbols insures speedy and correct delivery to all addressees.

(13) List appropriate INFORMATION addressee(s) using instructions in item (12), above.

(14) All messages originated during training, which in the opinion of the originator would be classified in an actual or combat environment, should be marked with an appropriate training classification as follows:

SECRET FOR TRAINING, OTHERWISE UNCLASSIFIED,
(exercise name on this line)

CONFIDENTIAL FOR TRAINING, OTHERWISE UNCLASSIFIED,
(exercise name on this line)

Under no circumstances will actual classified information be included in a "CLASSIFIED FOR TRAINING" message. Classified-for-training-only messages will be automatically downgraded to unclassified at the termination of most exercises and will bear the general declassification schedule (GDS) as shown at (19), below. Normal classification rules apply for nonexercise messages.

(15) Leave blank for TCC to enter current date-time group.

(16) To insure that messages do not become "real world" traffic during training, place the words "EXERCISE MESSAGE (name of exercise)." This must appear at the beginning and end of text of all exercise messages.

(17) Subject should relate to the subject matter of the text. Do not use "EXERCISE" as the subject. The subject of a classified message should be unclassified, if possible. Classification of the subject in classified messages should be indicated in brackets at the end of the subject; e.g., SUBJECT: Hold Fire Express (C).

(18) Text of message may be printed or typed. The TCC has authority to reject illegible or incorrect messages, which makes it advisable to type most messages to insure no delay due to rejection for illegibility. Type the text using capital letters and double spacing between lines. Insure that no more than 69 characters and spaces are on each line. Initial all corrections, additions, or deletions on your DD Form 173 in the right hand margin even with line reflecting correction.

(19) Downgrading authority and General Declassification Schedule (Ref: DOD 5200.1-R). Material classified for training but otherwise unclassified will be downgraded to unclassified on date exercise is scheduled for termination.

(20) Distribution of copies to staff offices of your headquarters will be indicated on the first page only. Total number of copies furnished the TCC for internal distribution is reflected in local supplements to AR 105-31.

(21) Person who originally drafted message, his position title, office symbol, tactical phone number, and date.

(22) Authorized releaser is the individual who has a current DD Form 577 (Signature Card) on file at the TCC. It is the responsibility of the originator to submit completed DD Forms 577 to the TCC.

d. Message Assistance.

(1) All questions and special needs may be coordinated with OIC of the Division Main Telecommunications Center.

(2) Information on electrically transmitted messages may be obtained by telephoning the local switchboard in your area and requesting to speak with the Telecommunications Center.

REFERENCES:

AR 105-31,Record Communications, Aug 77, (chap 2, pages 2-1 thru 2-18)

AR 105-32, Authorized Addresses for Electrically Transmitted Messages, Jun 76

AR 105-34, Reduction and Control of Telecommunications Traffic in an Emergency (Minimize), Jul 73

AR 310-50, Authorized Abbreviations and Brevity Codes, Nov 75, c1

TM 11-490, Army Communications Facilities: Autodin Station and Teletypewriter Station Operating Procedures, Jun 73

TASK NUMBER: 071-332-5054

GIVE A COMMANDER/OPERATIONS OFFICER UPDATE BRIEFING (TAC CP)

CONDITIONS:

As an operations sergeant, during combat operations, CPX, or FTX, given the requirement to brief/update the commander and/or the operations officer on current operations.

STANDARDS:

1. Be prepared to brief in area of functional responsibility at all times (scheduled or unscheduled).

2. The briefing must include elements and information of immediate interest to the commander that directly contribute to the conduct of the current mission.

PERFORMANCE MEASURES:

1. GENERAL.

a. A military briefing is used to present selected information to commanders, staffs, and other designated audiences. The staff techniques employed are determined by the purpose of the briefing, the desired response, and the role of the brief.

b. There are four types of military briefings: information, decision, mission, and staff.

2. THE INFORMATION BRIEFING. The information briefing is designed to inform those receiving the briefing. It deals primarily with facts and includes a brief introduction to define the subject and orient the listener. This type briefing does not include conclusions or recommendations.

3. THE DECISION BRIEFING. The decision briefing is designed to obtain an answer or a decision. In higher headquarters, corps or above, the decision briefing is employed in most matters requiring command decisions, including tactical matters. In division headquarters and below, a more informal type of the decision briefing is used.

4. THE MISSION BRIEFING.

a. The mission briefing is used under operational conditions to impart information, to give specific instructions, or to instill an appreciation for a mission.

b. In an operational situation or when the mission is of a critical nature, it may become necessary to provide individuals or smaller units with more information than was provided by the basic orders. This may be done by means of the mission briefing. The mission briefing reinforces orders, provides more detailed requirements and instructions for the individual, and provides an explanation of the significance of their role.

c. The mission briefing is usually given by the commander, an assistant, or a staff officer (or his representative), depending on the nature of the mission or the level of the headquarters.

5. THE STAFF BRIEFING. The purpose of the staff briefing is to insure a coordinated or unified effort. This may involve the exchange of information, the announcement of decisions within a command, the issuance of directives, or the presentation of guidance. To accomplish these purposes, the staff briefing may include characteristics of the information briefing, the decision briefing, and the mission briefing, or any combination thereof.

6. OPERATIONS UPDATE BRIEFING (TAC CP).

a. **Staff Trends.** The command post concept is designed to permit the commander the freedom to go where he can best command, responding to the situation, while still retaining continuity of the overall operation. This flexibility and freedom of movement can be enhanced by a concentrated effort toward a more simple concept of staff operations. Such an effort involves the elimination of such requirements as elaborate, formal daily briefings, and it involves a continuous effort to eliminate nonessential creature comforts.

b. **Unscheduled Staff Briefing.** A professional chief operations sergeant must continually update and refresh himself in his functional responsibility. He must be prepared to brief on his area of responsibility at any time. When operating in a tactical command post (TAC CP), his functional responsibilities are:

(1) Maintaining the current friendly situation/unit status.

(2) Maintaining a current operation estimate.

(3) Assisting in the preparation of the maneuver portion of operation orders and preparation of fragmentary orders.

(4) Assisting in supervising the execution of operations.

(5) Recommending allocation of additional resources.

(6) Supervising the net control station for the division FM secure command/operations net (operations sergeant, division level).

c. **Preparatory Effort.**

(1) The operations officer will normally exercise control over the TAC CP. He keeps informed by moving throughout the TAC CP and receiving

unscheduled informal briefings that neither permit nor require elaborate preparation.

(2) With regard to facilities and visual aids, staff sections should maintain the minimum numbers of information displays required to keep members of their sections informed of frequently needed, essential information. The operations element in the TAC CP will normally use one situation map under the supervision of the operations officer.

(a) Information displays often are required to supplement details contained on the situation map or to make available information that is not suitable for posting on the situation map. These displays usually provide data on the status of units or activities, are simple, are located for easy viewing and posting, and, when required, may be used as briefing aids.

(b) The operations sergeant TAC CP briefing preparatory effort is to continually update and refresh himself in his functional responsibilities and be prepared to brief, when required, on the situation of combat operations in progress.

REFERENCES:

FM 101-5, Staff Officers' Field Manual: Staff Organization and Procedure, Jul 72 (app I, pages I-1 thru I-6, para I-1 thru I-6)

NOTE: FM 101-5 is currently under revision.

APPENDIX A
REFERENCES

ARMY REGULATION (AR)

AR 15-6	Procedures for Investigating Officers and Boards of Officers Conducting Investigations	Aug 77
AR 27-1	Judge Advocate Legal Service, C3, 4	Apr 76
AR 27-10	Military Justice, C1-14	Nov 68
AR 30-1	The Army Food Service Program, C1-7	Mar 77
AR 37-104-3	Military Pay and Allowances Procedures — Joint Uniform Military Pay System (JUMPS—ARMY), C1-15	Apr 73
AR 40-3	Medical, Dental and Veterinary Care	Oct 77
AR 40-501	Standards of Medical Fitness	Dec 60
AR 40-121	Uniformed Services Health Benefits Program, C1-4	Sep 70
AR 105-31	Record Communications	Aug 77
AR 105-32	Authorized Addresses for Electrically Transmitted Messages	Jun 76
AR 105-34	Reduction and Control of Telecommunications Traffic in an Emergency (Minimize)	Jul 73
AR 190-9	Military Absentee and Deserter Apprehension Program, C1, 2	Mar 72
AR 190-11	Physical Security of Weapons, Ammunition, and Explosives, C1	Mar 77
AR 190-13	The Army Physical Security Program	Aug 74
AR 210-7	Commercial Solicitation on Army Installations	Jun 77
AR 220-15	Journals and Journal File	Mar 73
AR 220-45	Duty Rosters	Nov 75
AR 310-10	Military Orders, C1, 2	Nov 75
AR 310-50	Authorized Abbreviations and Brevity Codes, C1	Nov 75

AR 340-2	Maintenance and Disposition of Records in TOE Units of the Active Army and the Army Reserves, C1-7	Nov 77
AR 340-5	Correspondence and Mail Management	Mar 69
AR 340-15	Preparing Correspondence	
AR 340-16	Safeguarding "FOR OFFICIAL USE ONLY" Information	Aug 75
AR 340-18-series	The Army Functional Files System	Aug 69
AR 340-18-1	The Army Functional Files System: General Provisions, C1-10	Aug 69
AR 350-30	Code of Conduct Training	Aug 75
AR 380-5	Department of the Army Supplement to DOD 5200.1-R (DODISPR), C1, 2	Jul 74
AR 381-12	Subversion and Espionage Directed Against the US Army, and Deliberate Security Violations (SAEDA)	Oct 74
AR 600-31	Suspension of Favorable Personnel Actions for Military Personnel in National Security Cases or Other Investigations or Proceedings	Feb 74
AR 600-37	Unfavorable Information	May 77
AR 600-50	Standards of Conduct for Department of the Army Personnel	Oct 77
AR 600-85	Alcohol and Drug Abuse Prevention and Control Program	May 76
AR 600-200	Enlisted Personnel Management System, C1-59	Mar 65
AR 601-280	Army Reenlistment Program, C1, 2	Jul 77
AR 604-5	Clearance of Personnel for Access to Classified Defense Information and Material	May 72
AR 611-201	Enlisted Career Management Fields and Military Occupational Specialities, C9	Oct 73
AR 630-5	Leave, Passes, Administrative Absence, and Public Holidays, C1-8	Jun 75
AR 630-10	Absent Without Leave, and Desertion, C1	Jan 74
AR 635-200	Enlisted Personnel, C1	Nov 77

AR 640-10	Individual Military Personnel Records	Apr 73
AR 672-5-1	Military Awards, C1-3	Jun 74
AR 680-1	Unit Strength Accounting and Reporting	Oct 78
AR 680-29	Military Personnel, Organization, and Type of Transaction Codes	Aug 78
AR 700-84	Issue and Sale of Personal Clothing, C1-4	Jan 74
AR 710-2	Material Management for Using Units, Support Units, and Installations	Aug 71

FIELD MANUAL (FM)

FM 3-12	Operational Aspects of Radiological Defense, C1, 2	Aug 68
FM 3-22	Fallout Prediction	Oct 73
FM 5-34	Engineer Field Data	Sep 76
FM 5-36	Route Reconnaissance and Classification	Jan 70
FM 7-20	The Infantry Battalion (Infantry, Airborne, Air Assault, Ranger)	Apr 78
FM 19-30	Physical Security, C1, 2	Mar 79
FM 21-6	How to Prepare and Conduct Military Training	Nov 75
FM 21-18	Foot Marches	Jan 71
FM 21-26	Map Reading, C1	Jan 69
FM 21-30	Military Symbols, C1	May 70
FM 21-31	Topographic Symbols	Jun 61
FM 21-40	NBC (Nuclear, Biological, and Chemical) Defense	Oct 77
FM 21-75	Combat Training of the Individual Soldier, and Patrolling	Jul 67
FM 22-5	Drill and Ceremonies, C1, 2	Nov 71
FM 22-101	Leadership Counseling	Jun 74
FM 27-1	Legal Guide for Commanders	Sep 74
FM 27-10	The Law of Land Warfare, C17	Nov 68
FM 30-5	Combat Intelligence	Oct 73
FM 30-17	Counterintelligence Operations	Jan 72
FM 31-100	Surveillance, Target Acquisition, and Night Observation (STANO) Operations	May 71

FM 55-12	Movement of Units in Air Force Aircraft	Sep 78
FM 55-30	Army Motor Transport Operations	Mar 74
FM 57-1	US Army/US Air Force Doctrine for Airborne Operations	Sep 67
FM 57-35	Airmobile Operations	Mar 71
FM 71-1	The Tank and Mechanized Infantry Company Team	Jun 77
FM 71-2	The Tank and Mechanized Infantry Battalion Task Force	Jun 77
FM 100-26	The Air-Ground Operations System	Mar 73
FM 101-5	Staff Officers' Field Manual: Staff Organization and Procedure	Jul 72
FM 101-10-1	Staff Officers' Field Manual: Organizational, Technical, and Logistical Data, Unclassified Data, C1	Jul 76

TRAINING CIRCULAR (TC)

TC 12-71-9PT	The Army Functional File System	Aug 77
TC 21-5-7	Training Management in Battalions	Jan 77
TC 30-28	S2 Reference Guide	Jun 77

TECHNICAL MANUAL (TM)

TM 11-490	Army Communications Facilities: Autodin Station and Teletypewriter Station Operating Procedures	Jun 73
TM 38-750	The Army Maintenance Management System (TAMMS), C1	May 78
TM 55-310	Motor Transport Operations, C1, 2	Feb 69
TM 55-450-15	Air Movement of Troops and Equipment (Nontactical)	Jun 71

DA PAMPHLETS

DA Pam 1-10	Improve your Writing	Jan 59
DA Pam 27-14	Legal Guide for the Soldier	Mar 73
DA Pam 310-13	Posting and Filing Publications	Jun 68

DA Pam 600-8	Military Personnel Office Management and Administrative Procedures, C1-13	May 71
DA Pam 600-8-1	SIDPERS User Manual, C1	Dec 76
DA Pam 600-8-2	SIDPERS User Manual Military Personnel Office Level Procedures	Dec 76
DA Pam 623-1	Preparation of Enlisted Evaluation Reports	Jul 77

DA CIRCULARS

DA Cir 601-51	US Army Stripes for Skills Programs, C1	Aug 76

DOD REGULATIONS AND MANUALS (DOD)

DOD 5200.1-R	Information Security Program Regulation, C1	Nov 73

MISC REFERENCES

Letter, DAMI-CIS	Office of the Assistant Chief of Staff for Intelligence, 24 Oct 78, subject: New Requirements Under Executive Order 12065
Letter, PCCF-ZA	US Army Central Personnel Security Clearance Facility, 1 Jul 78, subject: Letter of Instruction 78-2 (Short Title: LOI 78-2)
	Manual for Courts-Martial, 1969
	Primary Leadership Course, Lesson II, "Welcome Newcomers to Your Workgroups"
STANAG 2041	Operational Road Movement Orders, Tables and Graphs
STANAG 2154	Definitions and Regulations for Military Motor Movement by Road

TRAINING EXTENSION COURSES (TEC)

EARLY WARNING DEVICES

951-071-0249-F	Patrolling - Reconnaissance Patrol
951-071-0250-F	Patrol Planning and Preparation

LEADERSHIP AND MOTIVATION

909-071-0036-F	FOL: Small Unit Leadership

LEADERSHIP AND MANAGEMENT

909-071-0045-F	Disposition of Charges Under UCMJ

ADMINISTRATION

500-121-8119-F	Preparing a Duty Roster
500-121-8125-F	Introduction to Posting DA Publications
500-121-8126-F	Posting DA Publications

ADMINISTRATION PRINTED TEXTS

500-121-8143-A	Unit Files: Preparation
500-121-8144-A	Unit Files: Maintenance and Disposition

QUESTIONNAIRE

SOLDIER'S MANUAL

To provide you a better manual, please give us your comments after studying this field manual. Note that some of the questions apply to soldiers only and some to trainers only. Please fill out the following before continuing.

MOS ____________ **RANK** ______________ **TIME IN GRADE** ______________

TIME IN SERVICE ________ **UNIT** ____________________________________

DIVISION ____

____

1. **The following comments are a result of my review of the Soldier's Manual for Skill Level** ________.

2. **My duty position is:** ____

____

____

____

3. **The Soldier's Manual contains only the critical combat skills the infantryman needs to fight and survive on the battlefield. I think it contains:**

☐ Too many tasks ☐ The right number ☐ Too few tasks

4. **Are there tasks that should be added?**

☐ Yes **(See the list below)** ☐ No

Continue in block 15 if needed.

5. **Are there tasks that should be dropped?**

☐ Yes (See the list below) ☐ No

Continue in block 15 if needed.

6. **How difficult was it to find the tasks which you must perform?**

☐ Easy, I had no trouble.

☐ Not difficult, but I think the instructions were confusing. **(Please tell us how to improve the instructions in the space below).**

☐ Difficult, I had to have someone explain how to do it.

Continue in block 15 if needed.

7. **Will the Soldier's Manual help you do a better job as an infantryman?**

☐ No, I don't think it will help at all.

☐ Yes, it will be a big help.

☐ Yes, but it will be better if improvements are made. **(List the improvements you would like to see.)**

Continue in block 15 if needed.

8. Did the conditions for each task describe the real conditions under which you usually perform each task?

☐ Yes ☐ No, I would change:

Continue in block 15 if needed.

9. The STANDARDS are:

☐ Too easy ☐ Too hard ☐ About right

10. Can the PERFORMANCE MEASURES help you perform the task to the standard?

☐ Yes ☐ No If you check NO please explain in block 15.

11. (Trainers only): Will the Soldier's Manual help you as a trainer in improving the combat proficiency of 11B soldiers?

☐ Yes, I think it will be a big help.

☐ Yes, but the Soldier's Manual needs to be changed as I recommended in question 10.

☐ No, it will not help at all (**please explain in block 15**).

12. Which of the following best tells what an infantryman must be able to do in combat?

☐ Job Description in AR 611-201, Personnel Selections and Classification.

☐ Study Guides for MOS Tests.

☐ Soldier's Manual.

☐ 11B Study Reference Manual.

☐ Other ______________________

Continue in block 15 if needed.

13. **If I could make any improvement(s) in the Soldier's Manual it (they) would be:**

Continue in block 15 if needed.

14. **Is the artwork used in this field manual understandable and correct for each task?**

☐ Yes ☐ No

If you checked no, please make suggestions concerning replacement of artwork in block 15 or enclose suggested line drawing, sketch, photo, etc., with this questionnaire.

15. **Comments.**

15. Comments (continued).

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